

Volkswagen Group Factbook

As of November 2025

Disclaimer

The following presentations as well as remarks/comments and explanations in this context contain forward-looking statements on the business development of the Volkswagen Group. These statements are based on assumptions relating to the development of the economic, political and legal environment in individual countries, economic regions and markets, and in particular for the automotive industry, which we have made on the basis of the information available to us and which we consider to be realistic at the time of going to press. The estimates given entail a degree of risk, and actual developments may differ from those forecast. All figures are rounded, so minor discrepancies may arise from addition of these amounts.

At the time of preparing these presentations, it is not yet possible to conclusively assess the specific effects of the latest developments in the Russia-Ukraine conflict on the Volkswagen Group's business, nor is it possible to predict with sufficient certainty to what extent further escalation of the Russia-Ukraine conflict will impact on the global economy and growth in the industry in fiscal year 2023.

Any changes in significant parameters relating to our key sales markets, or any significant shifts in exchange rates, energy and other commodities or the supply with parts relevant to the Volkswagen Group will have a corresponding effect on the development of our business. In addition, there may also be departures from our expected business development if the assessments of the factors influencing sustainable value enhancement and of risks and opportunities presented develop in a way other than we are currently expecting, or if additional risks and opportunities or other factors emerge that affect the development of our business.

We do not update forward-looking statements retrospectively. Such statements are valid on the date of publication and can be superseded.

This information does not constitute an offer to exchange or sell or an offer to exchange or buy any securities.



Volkswagen Group Overview



“The Volkswagen Group is one of the world’s leading automobile and commercial vehicles manufacturer. With our brands, business units and financial services, we are shaping the future of mobility”

Volkswagen Group – Mobility for Generations to Come

€ 325bn
sales revenues

PLANNING ROUND



115 production facilities
in 19 European and 10
countries in the Americas,
Asia and Africa



679,500 employees
150 countries



9 million
deliveries to
customers

All-service provider

Financial Services,
Mobility Solutions and
Battery



9 car & **4** truck brands
Up to **250,000** cars
produced per week



Volkswagen Group: Portfolio of strong brands & businesses

Brand Group Core



SKODA



SEAT



CUPRA



Commercial
Vehicles

Brand Group Progressive



BENTLEY



Brand Group Sport Luxury



Brand Group Trucks



SCANIA



MAN



INTERNATIONAL



Truck
Bus

Group Mobility



Other Brands and Business Units

Scout

CARIAD

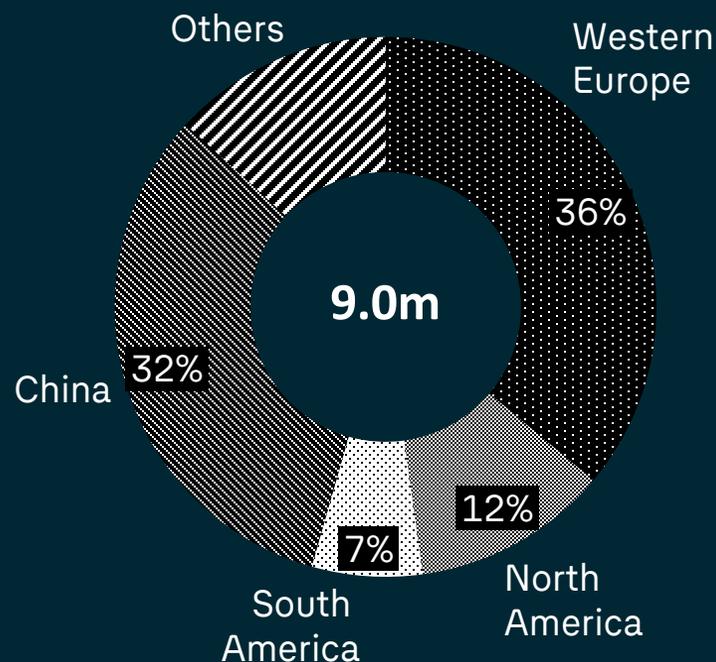
MOIA

PowerCo

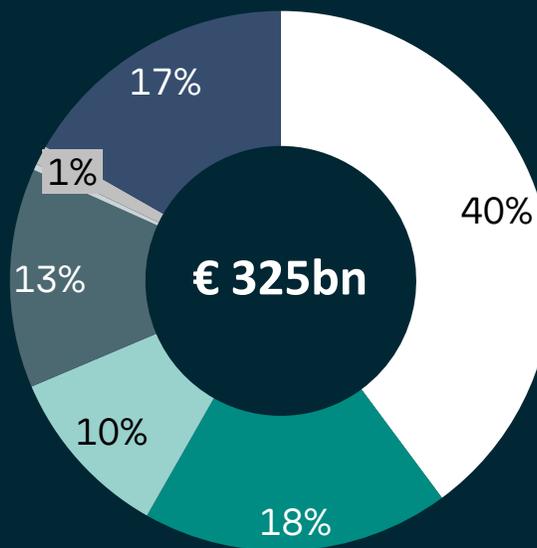
Volkswagen Group Deliveries, Sales Revenue, Op. Result

Diversified by geography, brand groups and segments

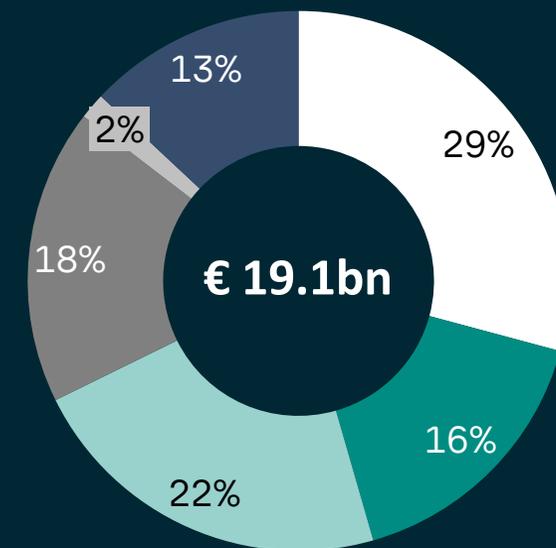
Deliveries



Sales Revenue



Operating Result¹



- Brand Group Core**
- Brand Group Progressive**
- Brand Group Sport Luxury**
- Brand Group Trucks**
- Everlence (former MAN ES)**
- VW Group Mobility**

1. 2024 Reported: Excluding "Others" € -2,445 m. The sales revenue and operating result of the equity-accounted companies in China are not included in the consolidated figures. OP was € 1,742m

Volkswagen Group Steering Matrix

Four technology platforms foster cooperation among brand groups



Leading global presence at 10.5% market share

Market share, Full Year 2024 (in %)

North America

~5%

Europe

~25%

South America

~13%

China

~12%

Vehicle-only production sites¹ of the Volkswagen Group



Deliveries to customers by region, in % of total, FY 2024

North America

12%

Europe

42%

China

32%

South America

7%

Volkswagen History

From National Leader to Global Champion (1904 – 2014)

1904 – 1934		<p>The idea of a "people's car" is born in the early 20th century. Ferdinand Porsche is finally commissioned to build the „Volkswagen“</p>	1945 – 1949		<p>The British military government takes over trusteeship. Their quality policy, customer service, sales network and export orientation lay the foundation for the company's success</p>	1947 – 1953		<p>Volkswagen goes international with the first exported car in 1947 and the opening of the first abroad sales company in Canada and the first production plant in Brazil</p>	1955		<p>The one millionth Volkswagen is produced</p>	1965		<p>The „Auto-Union GmbH“ (later Audi) is transferred into the ownership of Volkswagen</p>	1985 – 1991		<p>Establishment of Chinese joint ventures creates basis for future success: Shanghai Volkswagen (1985) and FAW-Volkswagen (1991)</p>	1986 – 2008		<p>Acquisition of the brands SEAT (1985), ŠKODA (1991), Bugatti, Bentley, Lamborghini (1998) and Scania (2008)</p>	2012 – 2014		<p>Integration of Porsche (2012) and MAN (2013) as well as the takeover of Ducati; successful offer for all outstanding Scania shares (2014)</p>
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The beginnings

Internationalization & mass production

Stock company & new models

The globalized automobile group

1938		<p>Start of construction of the Volkswagen plant in Wolfsburg</p>	1939		<p>Forced labor and production of armaments during the Second World War</p>	1945		<p>Series production of the Beetle begins with 55 vehicles</p>	1954		<p>Automation of Production</p>	1960 – 1961		<p>Volkswagen listed at stock exchange and issues shares for the first time in 1961</p>	1970 – 1975		<p>Introduction of the new models Passat, Golf and Polo leads Volkswagen out of critical situation after oil crisis and recession</p>	1985		<p>Volkswagen changes its name to "Volkswagen AG"</p>	1994 – 1995		<p>Foundation of "Volkswagen Financial Services AG" and Volkswagen Commercial Vehicles brand</p>	2014		<p>Volkswagen achieves more than ten million deliveries in one year for the first time</p>
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Volkswagen History

On the Road to Emission-Free Mobility (2014 – Today)

June 2016		Dec 2016		June 2017		June 2018		2020		2022		2024	
<p>The Supervisory Board votes to approve the new "TOGETHER Strategy 2025", aimed at making the Volkswagen Group a global leader in the provision of sustainable mobility</p>		<p>MOIA, is established. The independent company, will link the car to the new world of mobility by devising and marketing mobility services either on its own initiative or in partnership with cities and existing transport systems</p>		<p>In Berlin, Volkswagen Aktiengesellschaft and Chinese manufacturer Anhui Jianghuai Automobile Co., Ltd. (JAC) sign a 25-year joint venture agreement for the development, production and sale of electric vehicles on the highly competitive Chinese volume market</p>		<p>Stock exchange listing of Traton Group. To further enhance efficiency and innovation, MAN, Scania, South American subsidiary Volkswagen Caminhões e Ônibus and RIO, the global digital transport services brand, are brought together under a single umbrella</p>		<p>Volkswagen began mass production of the ID.3 electric car, marking a significant step in its electric vehicle strategy</p>		<p>Dr. Ing. h.c. F. Porsche AG ("Porsche AG" and, together with its consolidated subsidiaries, the "Porsche Group" or "Porsche") is successfully completed the initial public offering (IPO)</p>		<p>Volkswagen and Rivian entered into a transaction agreement that created their new JV – "Rivian and VW Group Technology, LLC"</p>	

On the Road to Emission-Free Mobility

2015		Sept 2016		May 2017		Nov 2017		2019		2021		2023	
<p>Volkswagen is accused of manipulating emissions data in diesel vehicles, leading to significant legal and financial repercussions</p>		<p>The visionary "I.D." concept is presented, looking ahead to a new highly innovative fleet of electric cars and heralding the coming era of electrification at Volkswagen</p>		<p>Sales of the Volkswagen Atlas first presented in 2016 begin in the USA. The new seven-seater mid-size SUV is built at the Volkswagen plant in Chattanooga</p>		<p>With the launch of the T-Roc, Volkswagen expands its SUV range to four models. Built at the Palmela plant in Portugal, the cross-over T-Roc combines the sturdiness of an SUV with the pleasures of a sportily compact hatchback</p>		<p>Volkswagen introduced the first models of the fully electric ID. family, starting with the ID.3</p>		<p>Volkswagen unveiled its "Accelerate" strategy, aiming to become a software-driven mobility provider</p>		<p>Volkswagen launched the "regenerate+" sustainability strategy, focusing on holistic sustainability and social responsibility</p>	



Brand Groups

Brand Group Core

Most loved, bold, inspiring brands in volume segment



**Leading in Europe
with global growth
potential**



**Focus on
costs & capital
efficiency**



**Scale benefits
in entry level
BEV segment**



**Clear
differentiation
across brands**

Brand Group Core

FY 2024



VOLKSWAGEN
GROUP

BGC The brand group CORE is the organizational merger of the Volkswagen Group's volume brands. Within the Group, the sister brands Volkswagen, Škoda, SEAT/CUPRA and Volkswagen Commercial Vehicles are working closely together to achieve joint growth - and to significantly increase the overall efficiency of the five brands.

Most sold in 2024:

Polo, Golf, T-Roc, Tiguan



Established

1937, 1925, 1950, 1995*



Employees

210,000



Sales

4.96m cars



Model Portfolio Europe

>60



Revenues

€ 140.0bn



EBIT

€ 6.9bn (5.0%)

* VW: 1937; Skoda: 1925; SEAT: 1950; VWN: 1995

Brand Group Core: Brand Overview

The **Volkswagen Passenger Cars brand** is one of the world's most successful volume carmakers.

The Brand Group's core brand maintains facilities in 14 countries, producing vehicles for customers in more than 150 nations.

ŠKODA is one of the world's longest-standing carmakers. It became a member of the Volkswagen Group in 1991. Clever solutions for everyday car journeys – that is ŠKODA's aspiration. The brand combines functionality and everyday practicality with high quality and timeless design.

SEAT/CUPRA celebrates its 75th anniversary in 2025. A member of the VW Group since 1986, is the only company that designs, develops and manufactures cars in Spain. With both brands, it offers an extensive range of efficient combustion cars, mild and plug-in hybrids and 100% electric vehicles.

The **Volkswagen Commercial Vehicles** brand produces commercial vehicles at its five plants in Hanover, Poznań, Wrzesnia, Anchieta and Pacheco. The brand's light commercial vehicles offer highly flexible and cost-effective performance for everyday driving.

Brand Group Progressive

Progressive premium with technological edge



**Significant
portfolio renewal
in 2025 & 2026**

**Outstanding
products and
technologies**

**Enhanced focus
on balanced
regional footprint**

**New ICE generation
enabling flexible
BEV transition**

Brand Group Progressive: FY 2024



VOLKSWAGEN
GROUP

Audi, Bentley, Lamborghini, and Ducati work closely together in the Brand Group

Progressive and benefit from the combined strength of the group on the path toward an electric future. The synergies gained afford the brands the freedom to concentrate on their individual specialties. .

Most sold in 2024:

Q5, Q3, A6, A3



Established

1909 (Audi)



Employees

85,804



Sales

1.7m cars incl. China



Model Portfolio

>20



Revenues

€ 64.5bn



EBIT

€ 3.9bn (6.0%)

Brand Group Progressive: Brand Overview

Audi stands for premium German vehicles and sustainable mobility. Since it was founded by August Horch in 1909, the Ingolstadt-based company's cars have combined sportiness, progressive design and "Vorsprung durch Technik". Audi has been part of the Volkswagen Group since 1965.

Lamborghini stands for extreme and uncompromising super sports cars of the best Italian tradition. Today, the product range includes three models along with exclusive, limited editions. The brand's distinctive design, artistically and technically, is a key quality for Lamborghini, which is part of the Audi Group since 1998.

Bentley Motors was founded in 1919 and became renowned for extraordinary cars, innovative engineering and the highest quality craftsmanship. The Beyond 100+ strategy outlines Bentley's commitment to a fully electric future. The British company, based in Crewe, is part of the Brand Group Progressive since 2022.

Ducati: Powerful engines, unmistakable design, innovative technologies, and a great deal of passion for motorbikes: this is the credo that the company, founded in 1926, still follows today in the development and construction of its world-famous motorbikes. Ducati has been part of the Audi Group since 2012.

Brand Group Sport Luxury

The brand for those who follow their dreams



**ICONIC
BRAND**

**RESILIENT
PERFORMANCE**

**SUSTAINABLE
LUXURY**

**PERFORMANCE
CULTURE**

Brand Group Sport Luxury:

FY 2024



VOLKSWAGEN
GROUP

Porsche is one of the most valuable luxury brands in the world.

Sporting and modern. With robust financial results.

Porsche is always driven by one key question: how can we continue to inspire our customers and fans, again and again.

Most produced in 2024:

Cayenne, Macan, 911



Established

1948



Employees

42,703



Sales

313k cars



Model Portfolio

6



Revenues

€ 36.4bn



EBIT

€5.3bn (14.5%)

Brand Group Trucks

A transportation powerhouse



Leverage
TRATON
Modular System



Widen BEV
offering and drive
ICE transition



Increased **services,**
solutions and
regional coverage



Ambition of
9-11% RoS in
2029

Brand Group Trucks: Brand Overview

Scania is a proud leader in premium transport solutions, specializing in heavy-duty trucks with an array of tailored services and applications

Empowers business partners and customers through strong, trusted collaboration and a firm commitment to guiding them through the shift to fossil-free transportation

Serves markets across Europe, North and South America, Asia, Africa, and Oceania with a global footprint

MAN is a strong German heritage brand, operating internationally across Europe, Asia, the Middle East, Africa, and South America
MAN's USP is its extensive range of transport solutions, from light commercial to durable construction vehicles and heavy-duty trucks.

What truly sets MAN apart is its unwavering commitment to its customers, constantly striving to optimize their businesses and adapt to the dynamic changes in their requirements.

International® is a high-performance manufacturer of trucks and buses
International's North American roots date back to the 1800s, when its predecessors pioneered mechanized harvesting. Today, International offers comprehensive mobility solutions for North America.

Key strengths include its vast dealer network, deep industry expertise and exceptionally strong and loyal customer relationships.

Formerly Navistar, International is now moving into its next chapter under the new overarching brand.

Volkswagen Truck & Bus (VWTB) stands for unparalleled value-for-money solutions. Its core competence is vehicles that are robust, reliable, and efficient – tailored to meet the unique conditions of emerging growth markets and the specialized applications required there.

Strong presence in South America, Mexico, Africa, and Asia underlines its adaptability and commitment to meeting the specific needs of its customers in these dynamic regions.

Brand Group Trucks: FY 2024



INTERNATIONAL



VOLKSWAGEN
GROUP

Brand Group Trucks consists of four leading brands – SCANIA, MAN, INTERNATIONAL, and Volkswagen Truck & Bus. The TRATON GROUP is a Transportation powerhouse and one of the world’s leading commercial vehicle manufacturers.

TRATON’s shared purpose is “Transforming Transportation Together. For a sustainable world.”



Established

2015



Employees

105,541



Deliveries

335k



Model Portfolio

25



Revenues

€ 46.2bn



Adj. EBIT

€ 4.2bn (9.1%)

Brand Group Volkswagen Group Mobility

We are the Key to Mobility



Sustainable mobility solutions to match **customers' mobility needs** along all vehicle cycles



We support the Volkswagen group brands in the **market ramp-up of e-mobility**



We pursue our **profitability goals** by strategic and financial steering enhancements



We are expanding our capabilities as a **technology driven** financial services provider

Volkswagen Group Mobility

FY 2024

Volkswagen Group Mobility is a **business division** of the Volkswagen Group and comprises financial and mobility services companies.

Volkswagen Group Mobility acts as a global sales promoter for the brands of the Volkswagen Group and support them in maintaining customer loyalty by offering a broad range of mobility services. The key business fields embrace dealer and customer financing, leasing, bank and insurance activities, fleet management, and mobility services.



Established

1949, 1966, 1983, 2013,
2024*



Employees

18,045



Total Assets

€ 282.5 bn



Countries

41



Operating Profit

€ 3.0 bn



Contracts

26.7 mn

* VW Bank GmbH: 1949; Volkswagen Leasing GmbH: 1966; Volkswagen Financial Services N.V.: 1983; Volkswagen Autoversicherung AG: 2013; Volkswagen Financial Services Overseas AG: 2024

Volkswagen Group Mobility: Overview

The **Volkswagen Financial Services AG** manages European financial and mobility services business. The core products include vehicle leasing and financing, insurance, and other vehicle-related mobility products. Its subsidiaries are i.a. the Volkswagen Bank GmbH and the Volkswagen Leasing GmbH.

The **Volkswagen Overseas AG** manages and coordinates non-European financial services business – with the exception of the US and Canada markets. The product portfolio includes leasing, vehicle financing, rentals, insurance and other automotive-related service products. Volkswagen Overseas AG is active in 12 countries.

Further Financial Services activities belonging to the Volkswagen Group Mobility are the **Porsche Financial Services GmbH** as well as the **Volkswagen Credit Inc. (USA)** and **Volkswagen Credit Canada Inc.** which also provide tailored financial and mobility services to its customers.

The **Europcar Mobility Group** is a global mobility player, offering to individual and corporate customers a wide range of car and van rental services and mobility solutions with its fleet of more than 280,000 vehicles. The Europcar Mobility Group has a strong network in over 130 countries.

FY 2024 Financial Performance of Brand Groups



Core



Progressive



Sport Luxury



Trucks

Vehicle Sales

(in m units)

4,960

1,123

313

335

Sales Revenue

(in € mn)

140,004

64,532

36,438

46,183

Operating Profit

(in € mn) (RoS in %)

6,961

(5.0%)

3,903

(6.0%)

5,286

(14.5%)

4,204

(9.1%)

Net Cash Flow

(in € mn)

4,563

3,068

3,735

2,500

FY 2024 Financial Performance



Cariad



Battery
incl. PowerCo



Consolidation



Mobility

Sales Revenue
(in € mn)

1,327

8

-22,976

54,806

Operating Profit
(in € mn) (RoS in %)

-2,431
(n/m)

-1,053
(n/m)

-1,147
(n/m)

3,119
5.3%

Net Cash Flow
(in € mn)

-2,469

-1,913

-

-



Group Strategy

THE GLOBAL AUTOMOTIVE TECH DRIVER

The Group Strategy

Global Automotive Tech Driver

TARGET PICTURE

The Global
Automotive
Tech Driver

STRATEGIC IMPERATIVES

Focus
Unleash
Excite

TOP 10 PROGRAMS

Action
Fields

The Group Strategy

Strategic Imperatives

EXCITE CUSTOMERS GLOBALLY

Focus on **iconic & profitable portfolio** with higher scale on fewer models covering most attractive profit pools and venturing future growth markets

Drive **life-cycle customer excitement** in seamlessly integrated downstream ecosystem – with a scaling backbone and data architecture, while positioning our brands with unique differentiation

Boost **technology leadership** with streamlined platform architecture and AI powered Software Defined Vehicle, equipped with leading AD and cost competitive battery, produced with advanced production technologies

UNLEASH OUR FULL POTENTIAL

Balance **speed and scale** with governance excellence to drive execution and delivery speed throughout the organization

Empower talent across organization with HR transformation driven by skill development and entrepreneurial mindsets

Power of AI leveraged within the company and across the entire value chain

FOCUS ON FUNDA MENTALS

Competitive position with **significantly lower cost through complexity reduction**, design-to-manufacturing approach, optimized production network, AI efficiencies and direct to consumer sales

Increase **global resilience** with reinforced supply chain, logistics, IT and production resilience

Elevate **sustainability**. Nature and society positive mobility provider by execution of regenerate+ strategy, including a profitable circular economy business

TOP 10 Program 2025: Focal points for strategy execution



Cost



Products



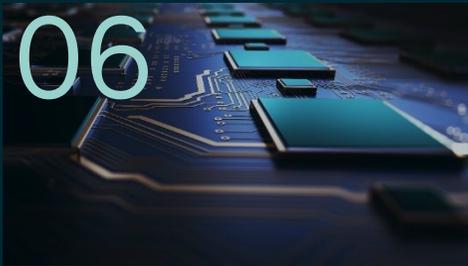
In China,
for China



NAR Growth



Life Cycle
Offers



Software
Architecture



Battery



Data & AI



Sustainability



People

What to expect until year-end 2027: Strengthening robustness and resilience

Product

>50 new models
across all brands
incl. Urban BEV family

China

operating performance
improved, turnaround and
profit targets achieved

North America

resilient set-up and
enhanced governance,
Scout ramp-up

Software

execution of strategy
(East & West), Rivian JV
architecture launched

Battery

ramp-up and delivery of
highly competitive
unified cells

Platform

ready to launch SSP

ADAS

state-of-the-art L2+/++
offers to customers in
Europe and NAR;
China L3-ready

Production

productivity improved,
capacity rightsized and
progress on synergies

Financials

tangible progress in
Group margin and
Automotive net cash flows

Cost

stringent execution
of group-wide
performance programs

Investments

significantly reduced,
paving way for
lower capital intensity

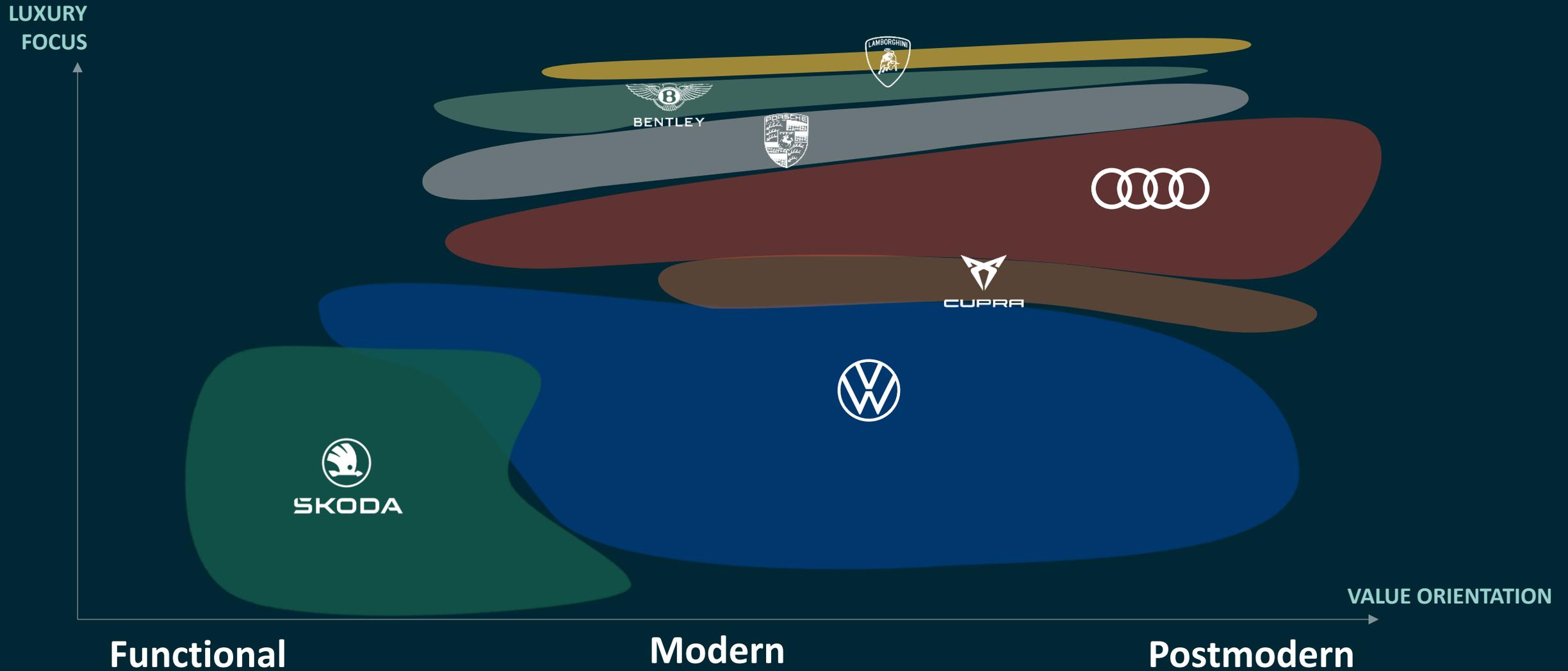
Complexity

corporate structure,
governance and
shareholdings streamlined

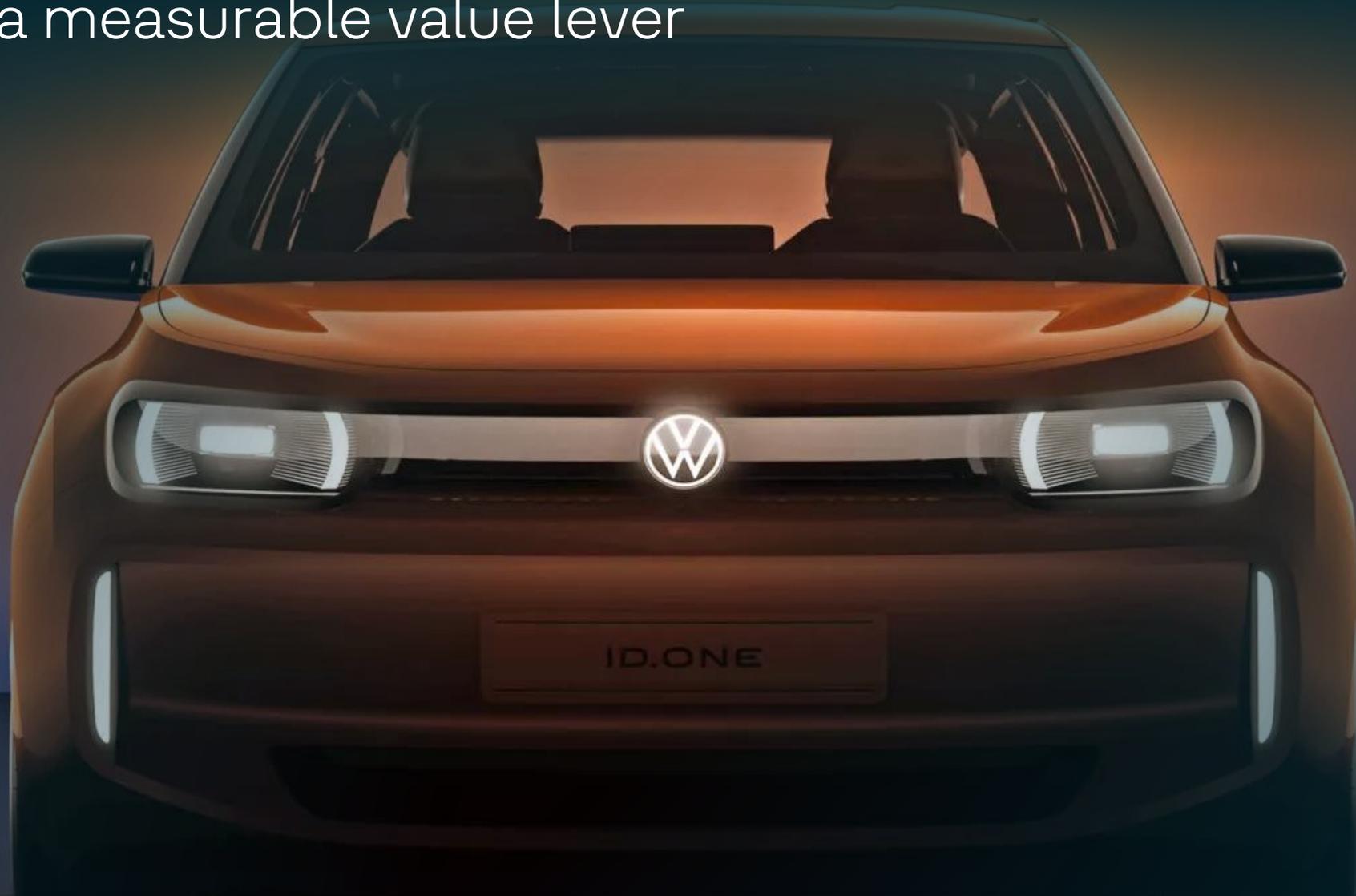


Product

Unrivalled portfolio with significant upside potential



Design is a measurable value lever



**Comprehensive redesign
implemented group-wide**

**Focus on distinctive
brand differentiation**

**Holistic brand
design approach**

Quality programs are effective and show valuable results

Structured programs rolled out across all brands

Measurable quality improvements in factory and field

Proactive processing and implementation of customer feedback

Strong product momentum continues...



>20
new models
in 2026

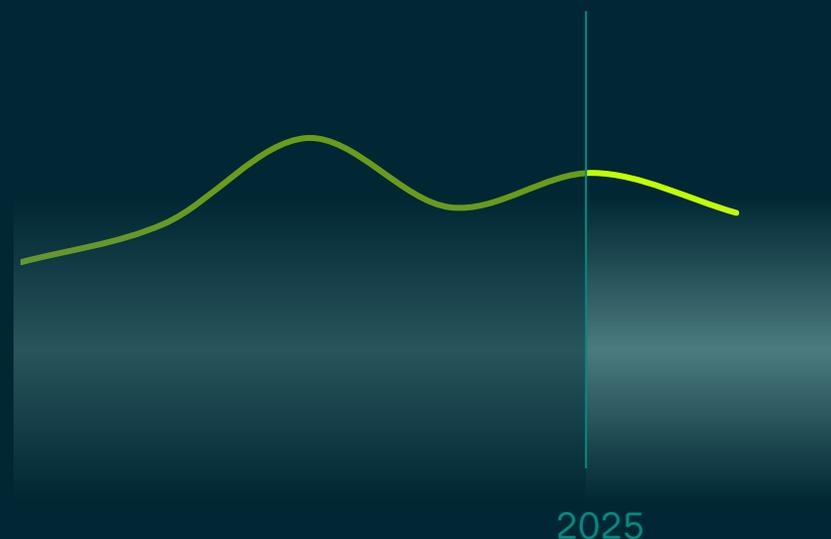


30
new models
in 2025



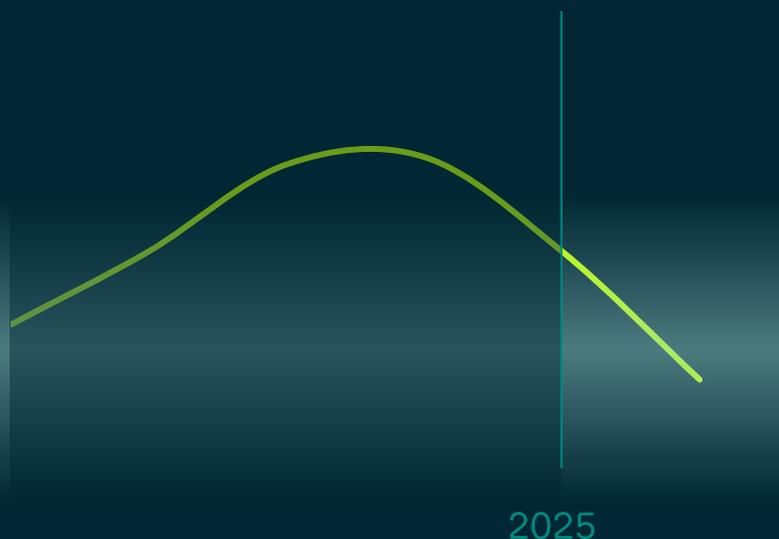
...and brings portfolio age back to well balanced levels

**Brand Group
CORE**



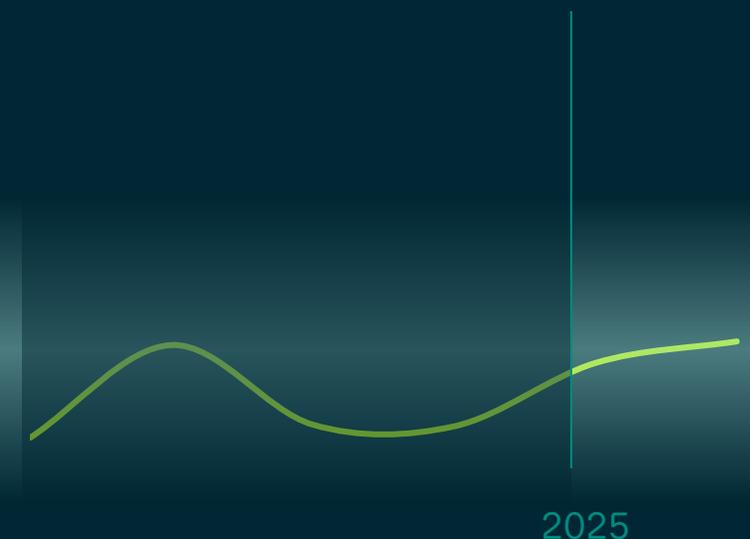
Fleet age lowered to highly competitive levels across Brand Groups

**Brand Group
PROGRESSIVE**



Renewed & attractive product line-up drives customer demand

**Brand Group
SPORT LUXURY**



Supporting price/mix helping to mitigate headwinds

Volkswagen Group Order Situation 9M 2025

Western Europe order intake +17% YoY, order book reach >3 months

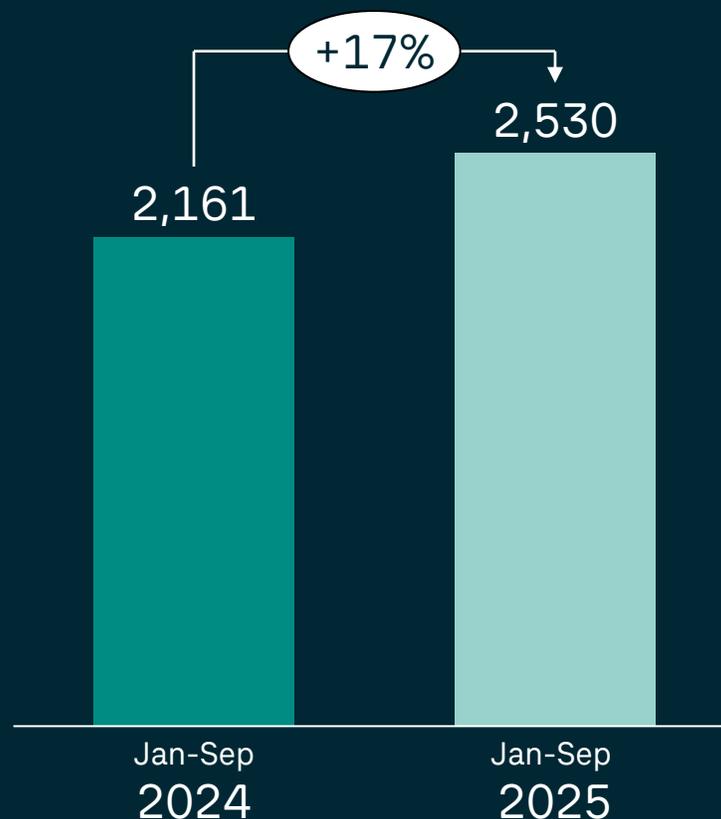
Order bank

[k vehicles]



Order intake

[k vehicles]



Continued strong order intake in Western Europe, sequentially stable

BEV orders up by 64%

BEVs accounting for 25% of order book

Complementing portfolio in all European market segments



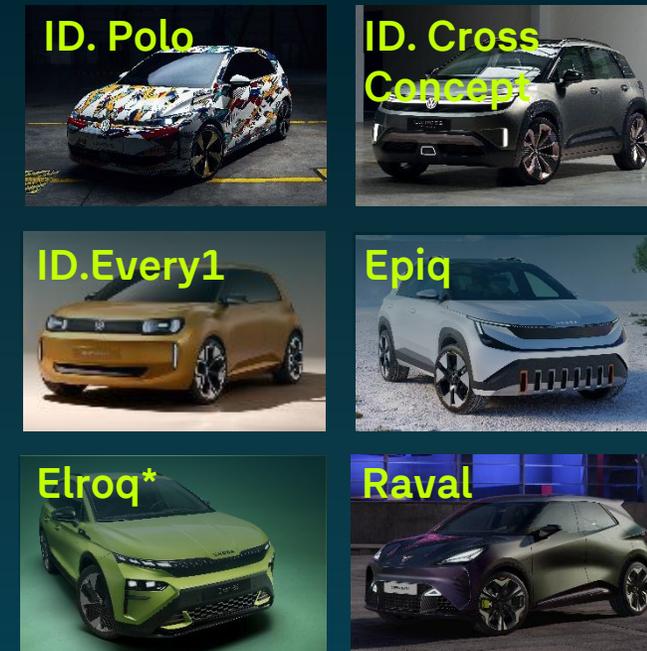
1. Wave Middle of the market



2. Wave Fleet and high-end



3. Wave Entry-level



2020 ... | 2024 ... | 2026 ...

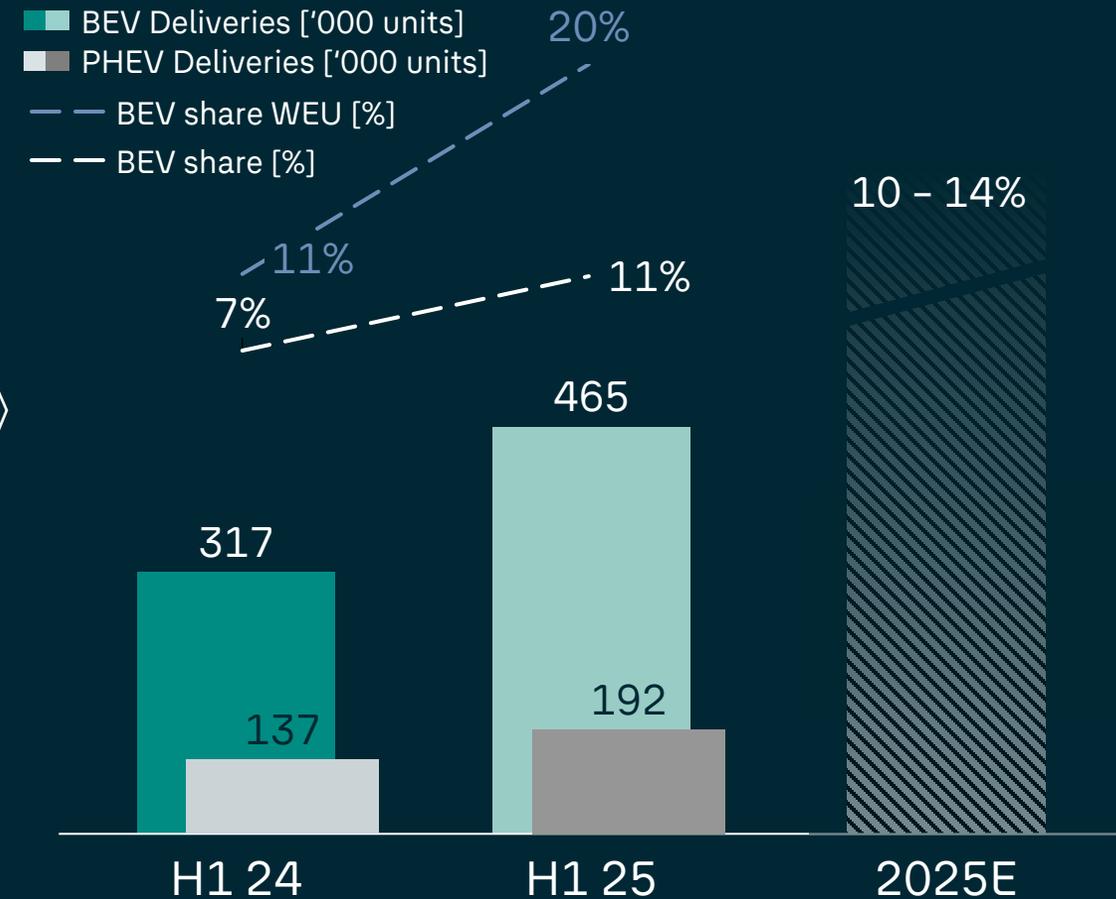
*already launched in 2025.

BEV Deliveries up 47% in H1 - Strong Momentum in Europe

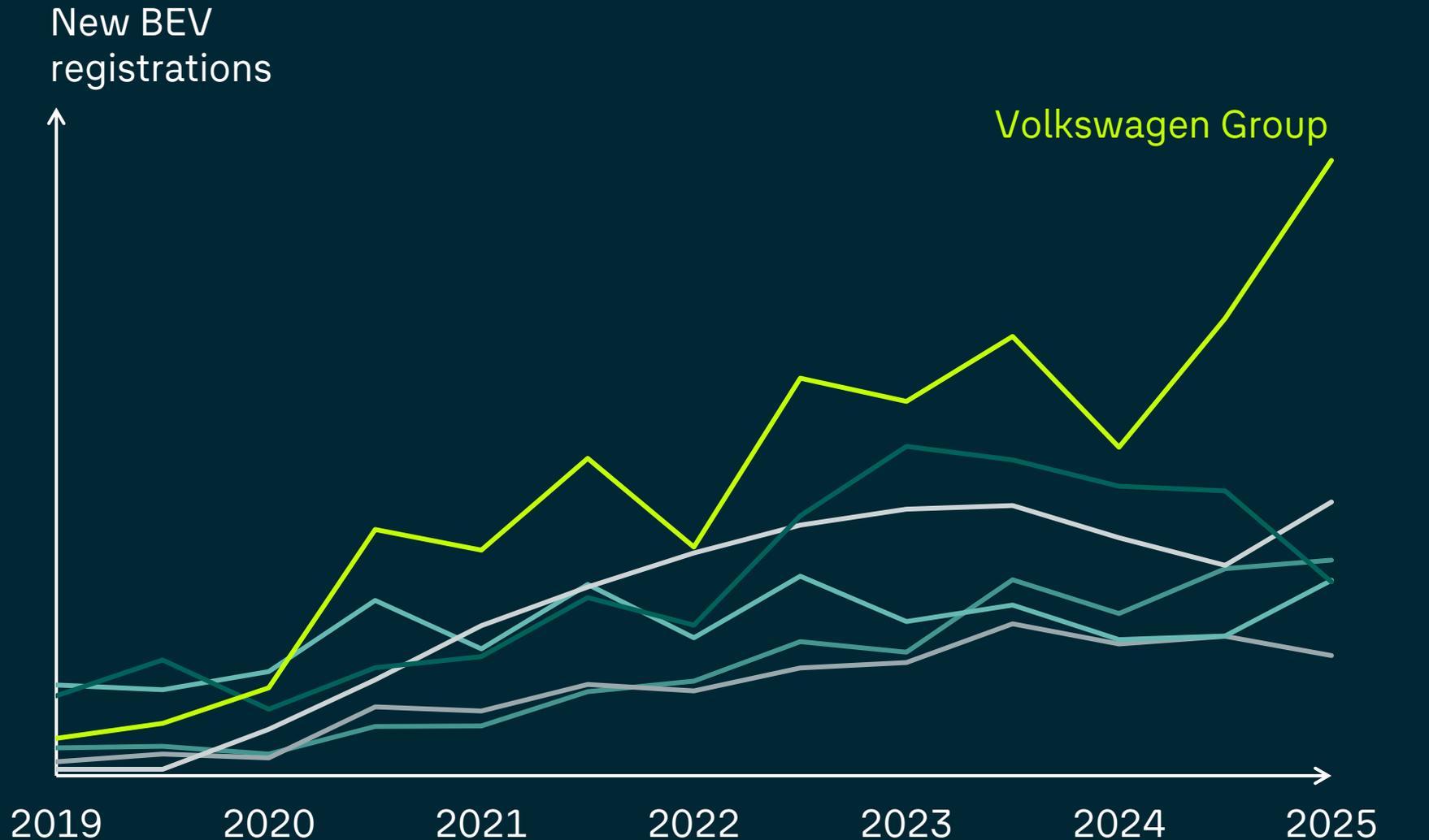
Top BEV Models H1 2025



Annual Development



Volkswagen Group leading in European BEV market

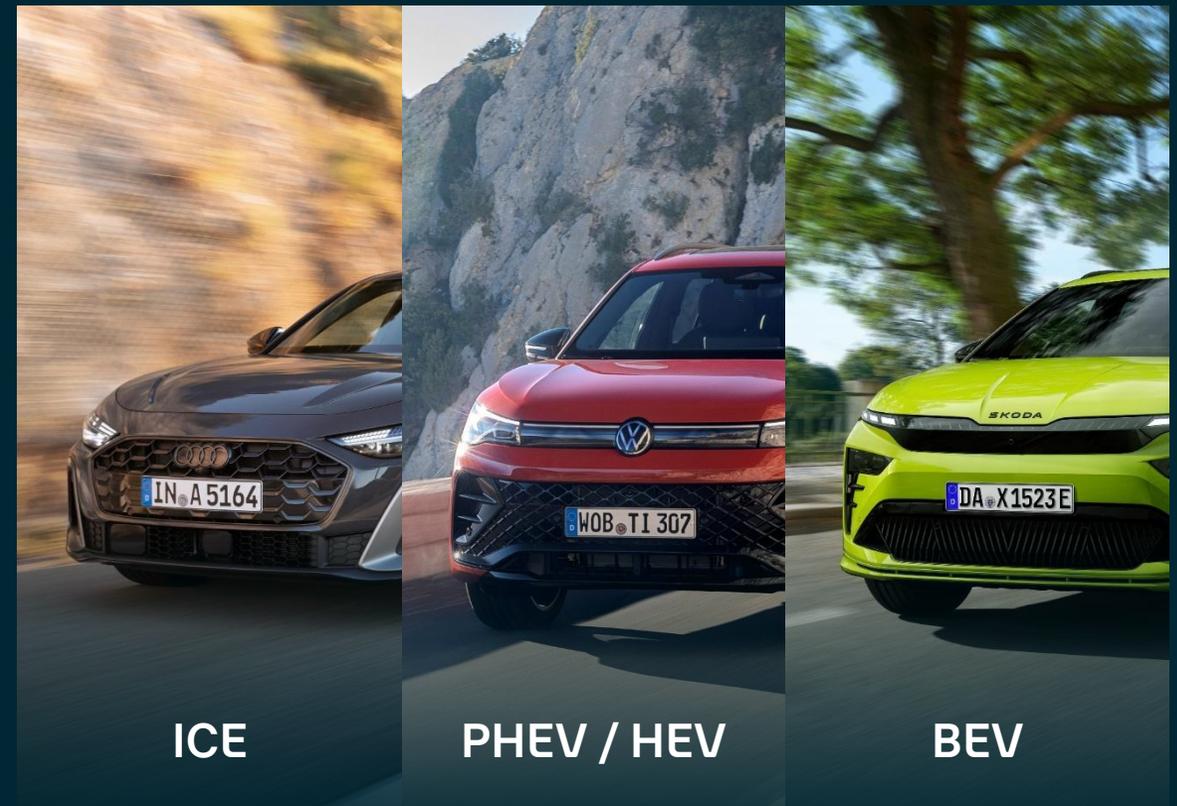
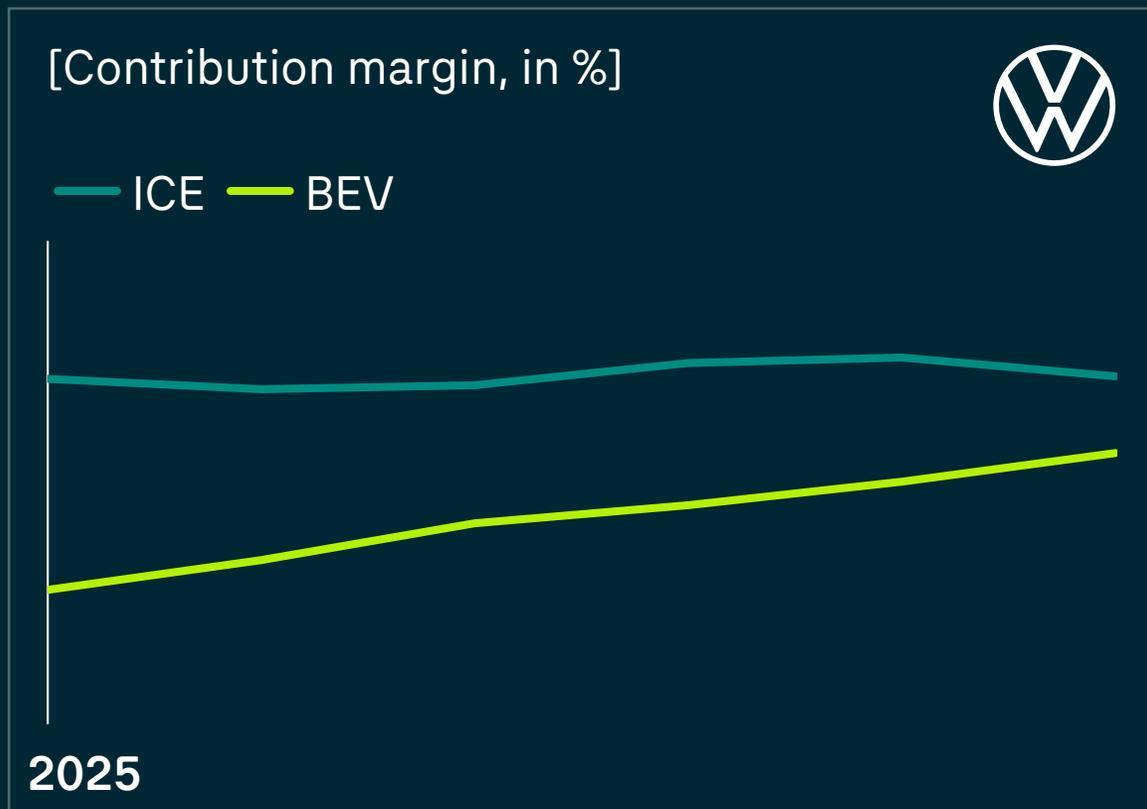


Volkswagen is further strengthening its position as market leader in the BEV segment with **>25% market share**

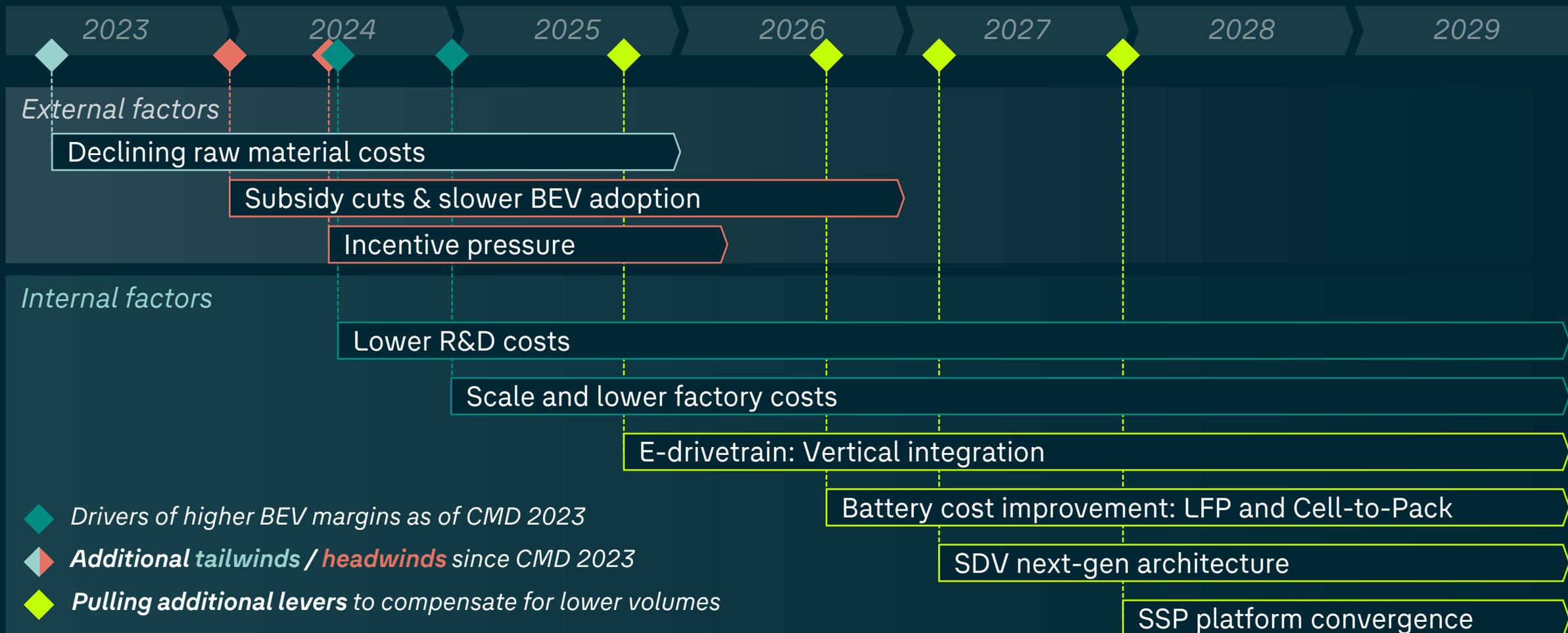
Flexible drivetrain strategy paying off

While **convergence of BEV margins** is held back by **slow expansion of volumes** ...

... Volkswagen Group is benefiting from its **flexible drivetrain strategy**



Levers towards BEV margin parity



Europe 2027: Most desirable portfolio

ONE Brand Group

FIVE Brands

FOUR Drivetrains

FOURTY-SEVEN Models

≤A0

A

≥B

ICE / xHEV



 Polo mHEV T-Cross mHEV Taigo	 Kamīq mHEV Fabia	 Arona mHEV Ibiza	 Tiguan PHEV Tayron PHEV T-Roc HEV Caddy PHEV	 Kodiaq PHEV Octavia Fam. HEV PHEV Karoq HEV Scala PHEV	 Terramar PHEV Formentor PHEV CU Leon Fam. PHEV	 Leon Fam. PHEV	 Passat PHEV Superb Fam. PHEV	 Crafter Amarok PHEV B Transporter Fam. PHEV
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BEV



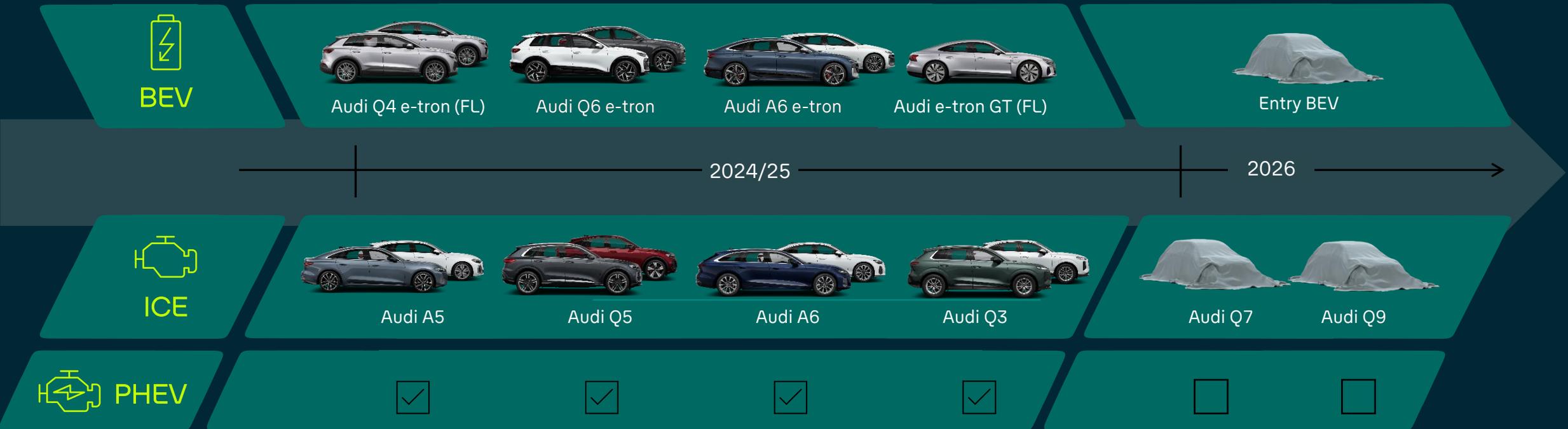
 ID. Every1* ID. Polo* ID. Cross*	 Epiq*	 Raval*	 ID.4 ID.3	 Enyaq+Coupe Elroq	 Tavascan Born	 ID.7 Fam.	 Space BEV	 ID. Buzz Transporter
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* Pictures shown are concept cars/ near production vehicles

Largest model initiative of Audi's history

More than 20 new models by the end of 2025

Previous model launches¹



∅ Portfolio age reduced by ~3 years

PPE/PPC as backbone

Broad range of RS/S models

10 new PHEV by the end of 2025

¹ Market Introduction in Germany

Adapted product portfolio offering flexibility in the transition

SPORTS CARS¹

ICON
911



DRIVING FUN
NEW 718
NEW



SPORTS LIMOUSINES

ELEGANCE

Panamera



PERFORMANCE

Taycan



SPORT UTILITY VEHICLES

PRESTIGE

NEW



FUNCTIONALITY

Cayenne



LIFESTYLE

Macan



NEW



1) Two-door sports cars; Potential Midterm Drivetrain Portfolio: ● ICE ● (x)HEV ● BEV



Technology

From technology laggard to tech driver

SMARTER, FASTER, LEANER.

Strong
partnerships

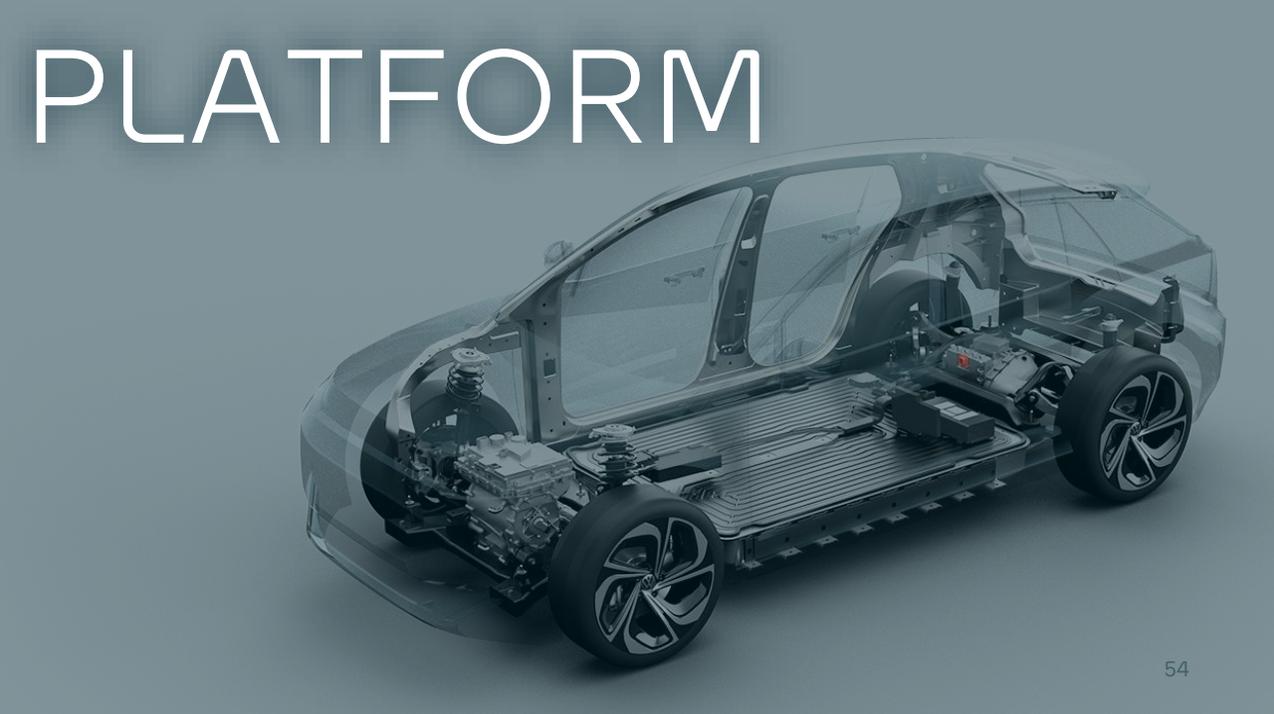
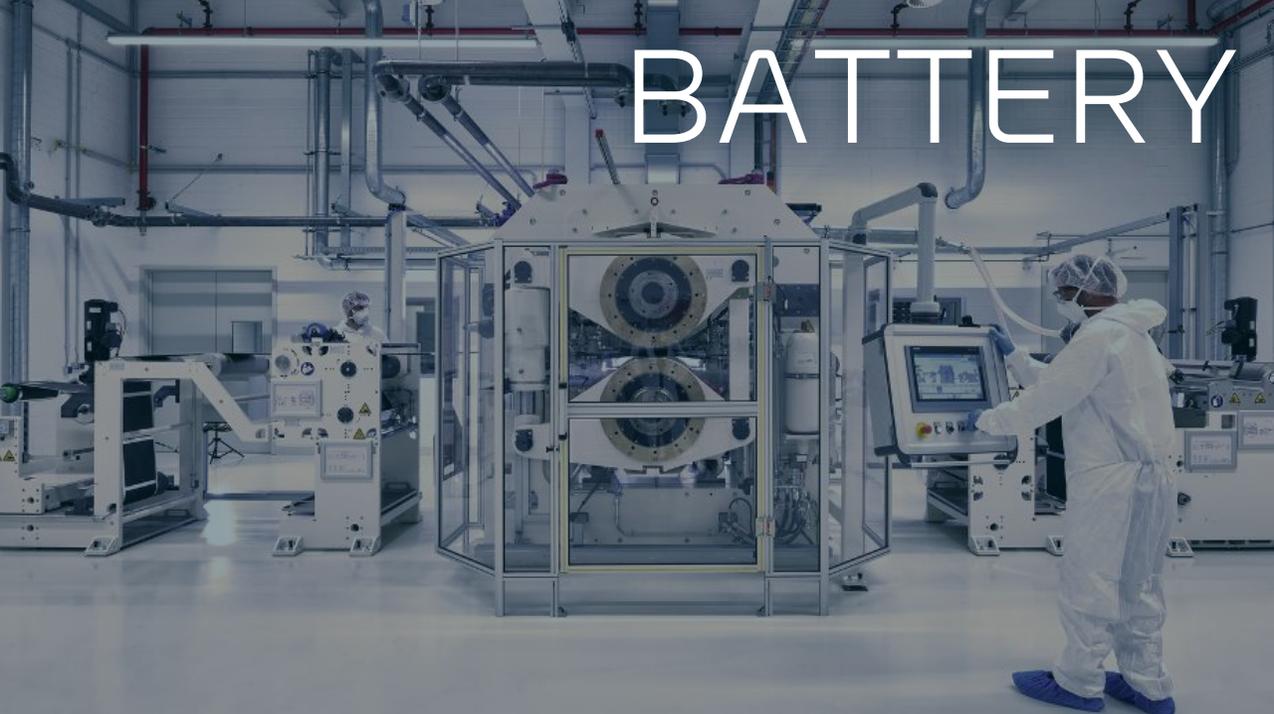
Speed &
execution focus

Tailored local-for-
local strategies

Scale for cost
competitiveness



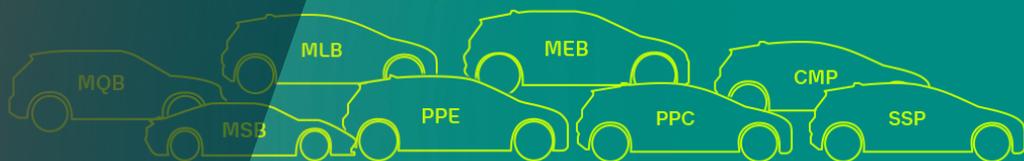
SOFTWARE MOBILITY



BATTERY PLATFORM

Converging platforms and E/E architecture key

PLATFORMS



SSP & SDV + CHINA



E/E ARCHITECTURES



One platform - Maximum efficiency and scale

Basis for **~30 million vehicles¹** across all Brand Groups

Strong scale effects leading to **lower production costs**

1. Cumulative SOPs from 2027 to 2032.

Key Facts Scalable Systems Platform (SSP)



**A- to C/D-
Segments**

Total 30mn
vehicles



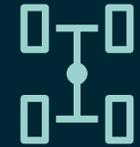
6 Brands

Covering all
brand Groups



33 Hats

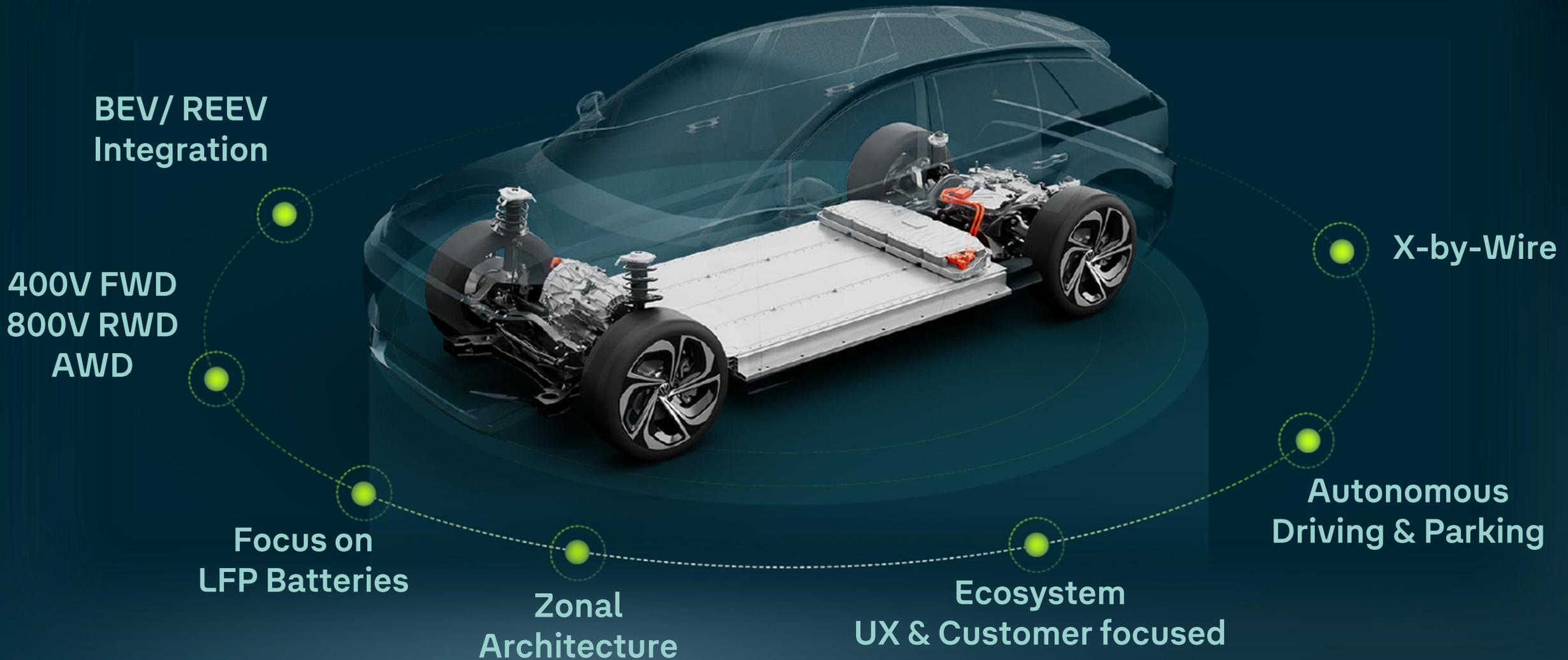
SOPs
2027 to 2032



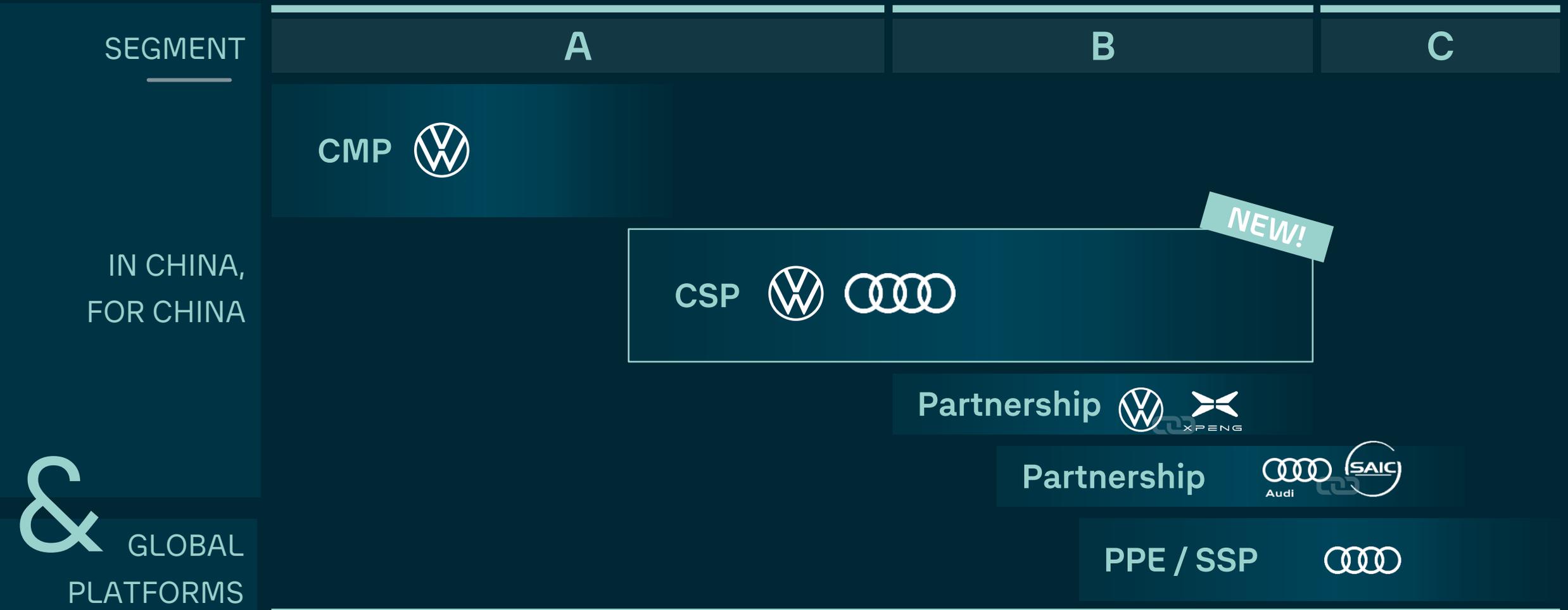
**5 Main
Platforms**

Regions
EU/NAR;
China: CSP/ CEA

Technical Specifications SSP



With the introduction of our CSP platform we cover all relevant NEV segments with ,In China, for China' technology



Clearly defined software strategy tailored to regional needs



E/E architectures & vehicle software created with partners

CARIAD with key role in ADAS, infotainment, connectivity & back-end

Global sharing of best practice via knowledge transfer

Enhancing competitiveness with new technology fields

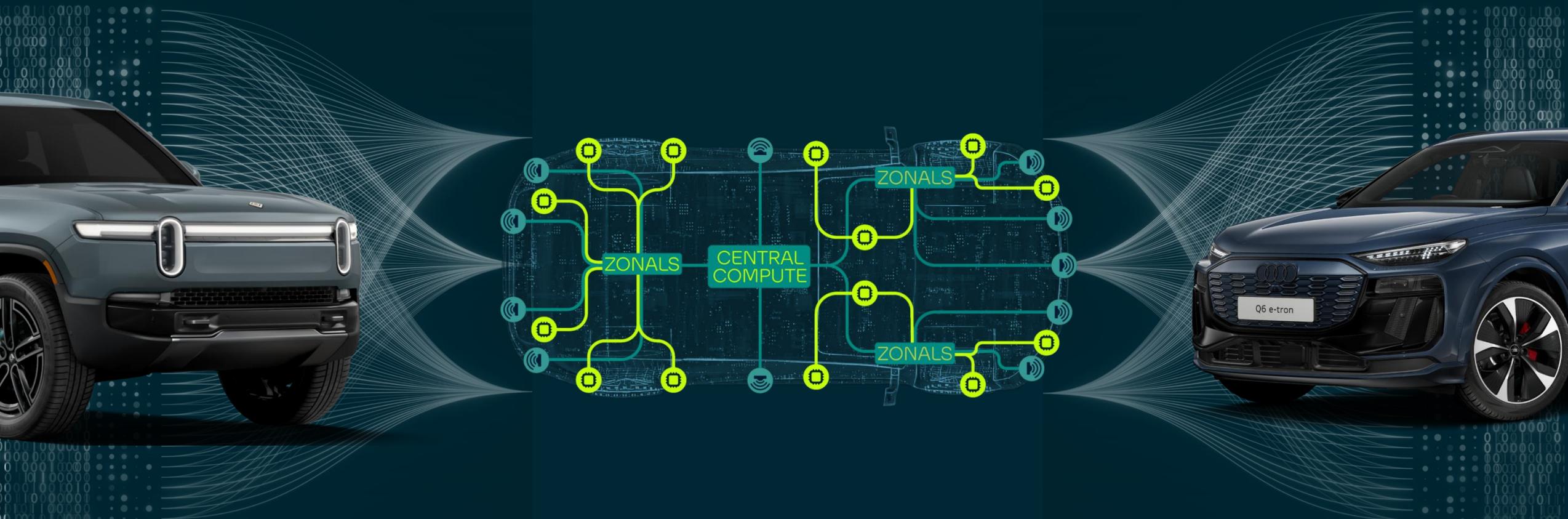


Partnering up with best-in-class solution providers

Internalizing key IP to enhance value creation and technology control

Scale technology utilizing size to unlock operational and financial leverage

Rivian and Volkswagen Group Technologies accelerate deployment of next-generation SDV stack

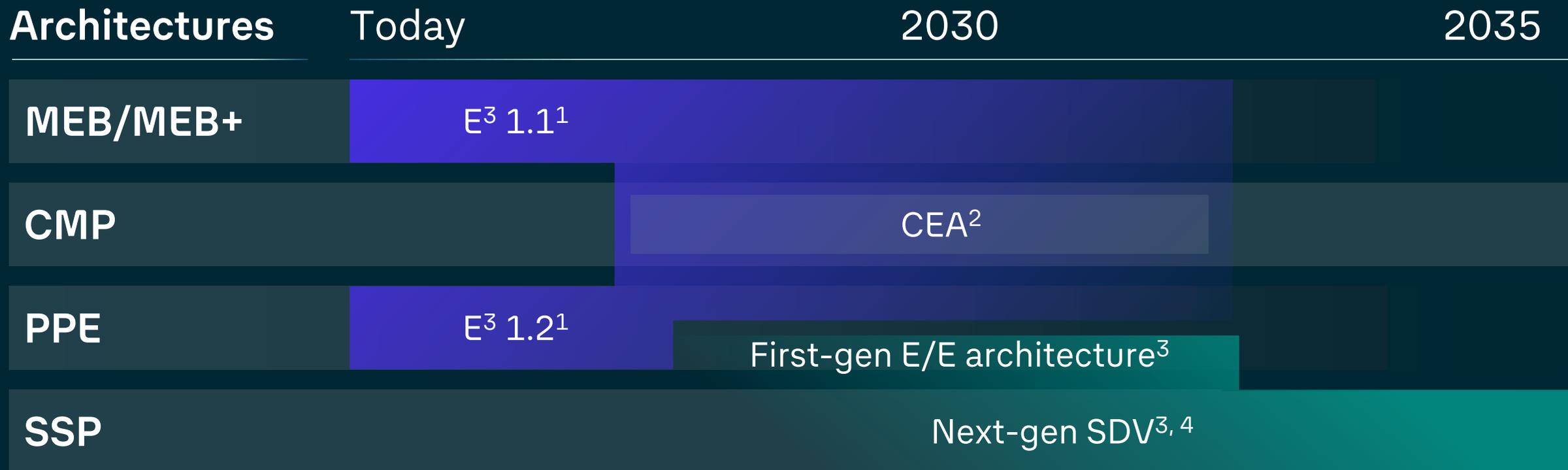


State-of-the art E/E architectures with in-house owned SW stack

Earlier convergence & higher cost efficiency

Best-in-class over-the-air update and diagnostic capabilities

Rivian | VW Group Technologies JV aims for software adaption for MEB/PPE models and allows for early convergence of software stack



Fitting seamlessly into global software strategy

First MEB vehicle with JV tech planned for 2027

Earlier convergence & higher cost efficiency

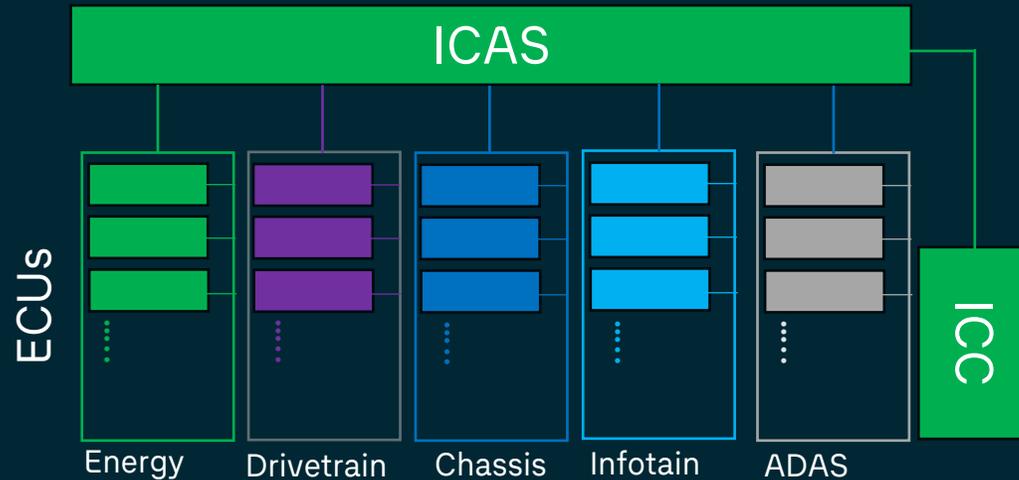
1. Software stack by CARIAD | 2. CEA = China Electrical Architecture to be developed under Volkswagen Group's 'In China for China' strategy | 3. To be jointly developed by Rivian and VW Group Technologies Joint Venture | 4. Software Defined Vehicle

Transformation of vehicle architectures towards SDV

Stronger computing units, featuring OTA, flexible hardware usage, lower complexity

Functional Architecture

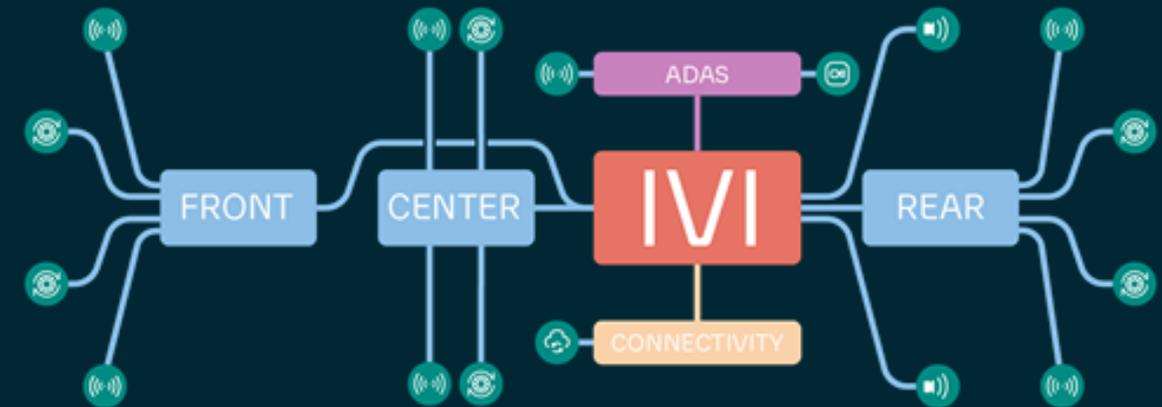
featured by
E/E 1.1 and 1.2



Central computer manages communication,
with **domain-based functions** and
limited online updates

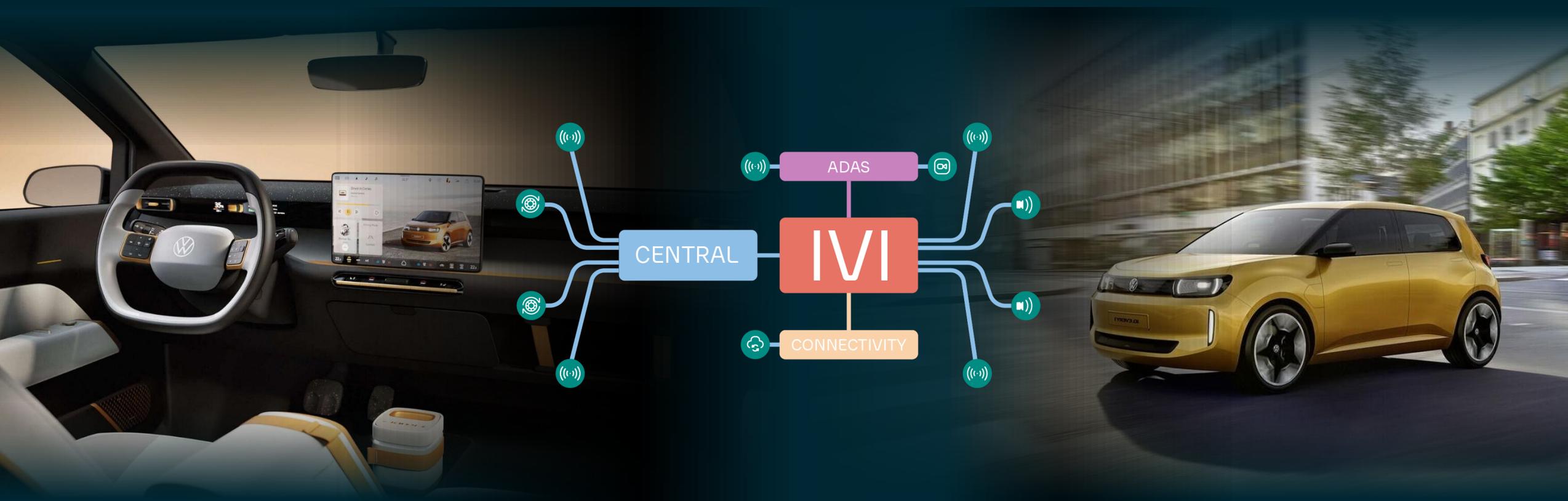
Zonal Architecture

featured by
SDV



Centralized, software-driven architecture
with powerful computing, high connectivity,
and over-the-air updates

Arrival of our first Software-Defined Vehicle: The ID.EVERY1

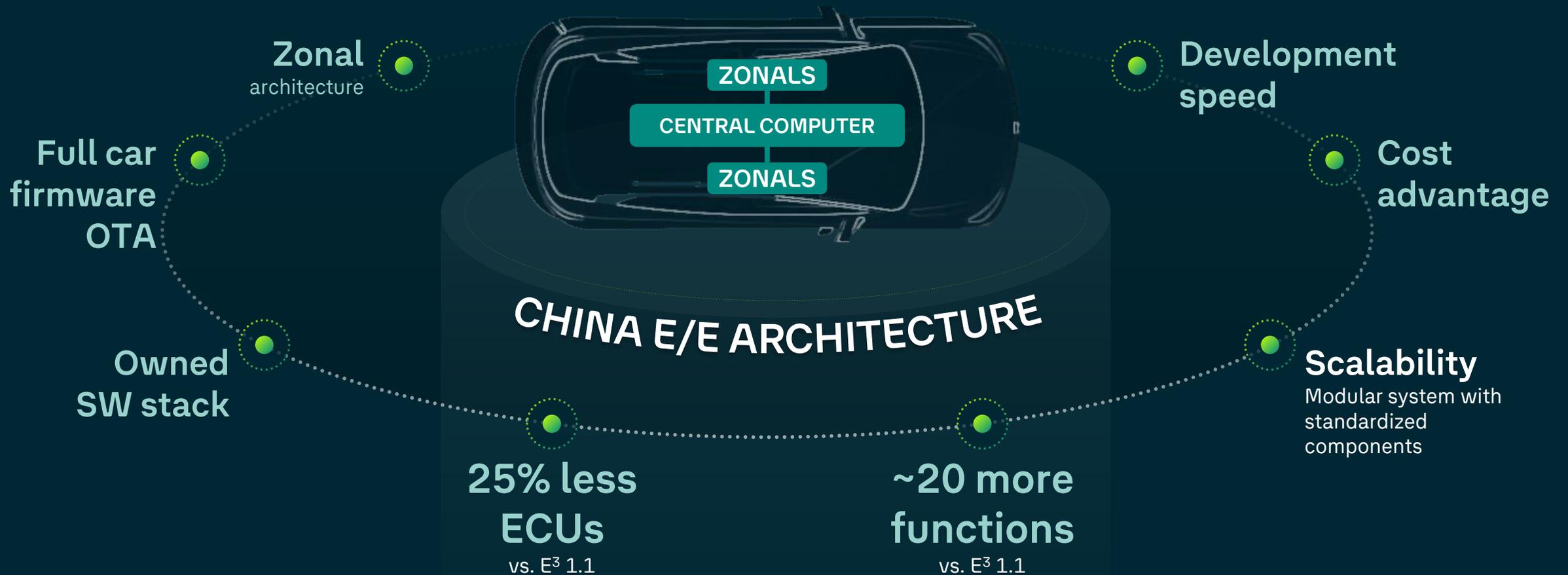


Affordable BEVs: ID.Every1
starting from € 20,000

Zonal architecture following
software-oriented design

A0 to D: Completion of the
Group's BEV portfolio by 2027

CEA is key lever to realize our cost targets while significantly improving product substance



CARIZON bringing Volkswagen Group to forefront of Driver Assistance Systems in China

C A R I A D
A VOLKSWAGEN GROUP COMPANY



Horizon
Robotics

60%

40%

CARIZON

CARIZON



**L2+ in 2025; L2++
powered by CEA and E2E
AI model in 2026**

**ADAS offer highly adaptable
to end customer
requirements**

**CARIZON solutions are
Volkswagen reliable
and safe**

CARThunder accelerates the localization of In-Car software in China



Combination of competencies from CARIAD and ThunderSoft

Further step to speed up our digital transformation in China

JV's Tech Scope

-  Software Platform Development
-  Connectivity
-  App & HMI Development
-  CARIAD fully owning IP

Ensuring delivery while keeping know-how in house

MOIA provides a turnkey solution for fully autonomous mobility services



A complete system:
**safe, scalable,
turnkey**

Equipped with **27 sensors**
generating **comprehensive
360° view** of surroundings

**Strategic partnership
with Uber** to deploy
autonomous ID. Buzz

PowerCo

Unified cell. Low complexity, high standardization.



NMC



Si-anode



SSB



LFP



NMC-blends



Na-ion



Standardized
prismatic cell format



Trucks



Passenger cars



Energy storage
systems



Busses

Adaptable to all leading chemistries, **tailored** to automotive segments

Economies of scale
unlocking
cost advantages

Unique customer focus –
Adaptable to all market
segments

PowerCo

Flexible ramp-up of facilities

Salzgitter progress

PowerCo foundation

Purchase order of building

Start of construction

Start Equipment installation

First cells produced

H2/25

07/22

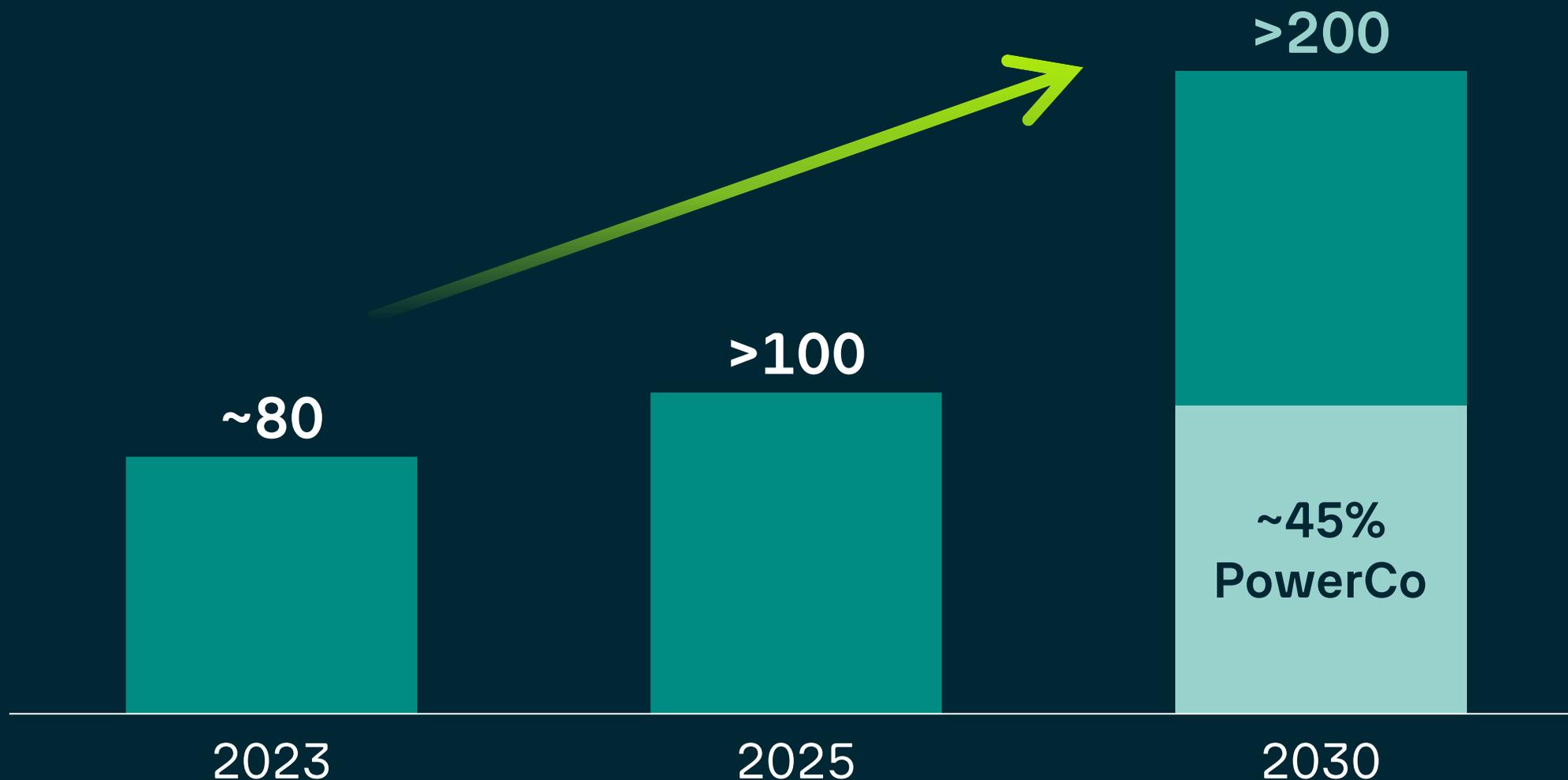
3 factories in Germany, Spain and Canada

First cells produced in H2/25 ensured by PowerCo & VW Group industrialization expertise

-30% Capex per GWh, -50% launch time and process innovations¹

1) E.g., Dry Coating.

Volkswagen Group's demand of unified cells adapted to new market conditions





Regional Strategies

Regional Strategies

Balanced regional footprint

WIN

North America

STRENGTHEN

Europe

STABILIZE

China

Volkswagen strengthens market leading position in Europe



Strengthened market
position in ICE segment

Leading the market with a
share exceeding 20%

A0/A00 segment as
additional opportunity

Strategic priorities for Europe



**Sustain #1
in home market**

**Align invest
with profit pool**

**Rightsize ICE
production capacity**

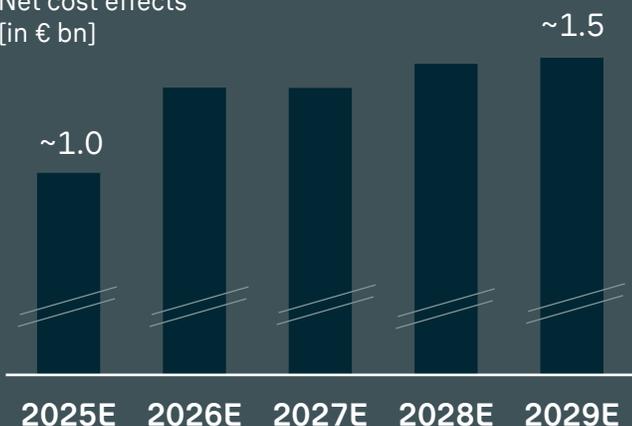
**Digitize
dealer network**

"Future Volkswagen" agreement addressing 3 core areas

Mid-term cost effect of in total >€4 bn net p.a.

Tariff agreement

Net cost effects
[in € bn]



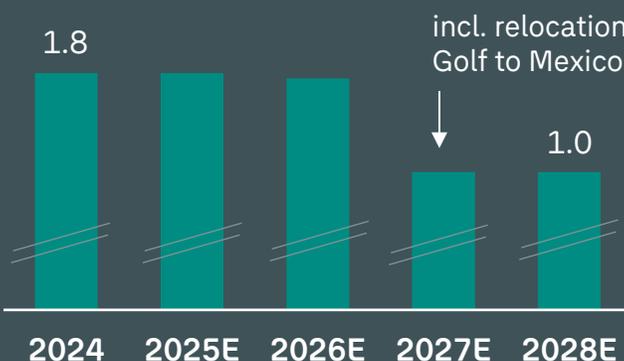
Collectively agreed **wage increase suspended¹** until 2030

Bonus for 2025-26 cancelled and reduced for 2027-29, **jubilee bonuses reduced** and fixed from 2025

New remuneration system from 2027

Technical capacity

Installed technical capacity VW AG in Germany¹
[in mn units]



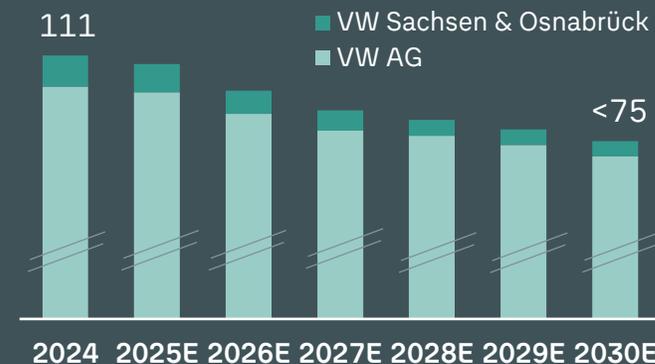
Adjustment of technical capacity in Germany¹ by **~730k units**

Re-allocation of models to leverage additional synergies

Clear **productivity and factory cost targets** defined for each factory

Workforce

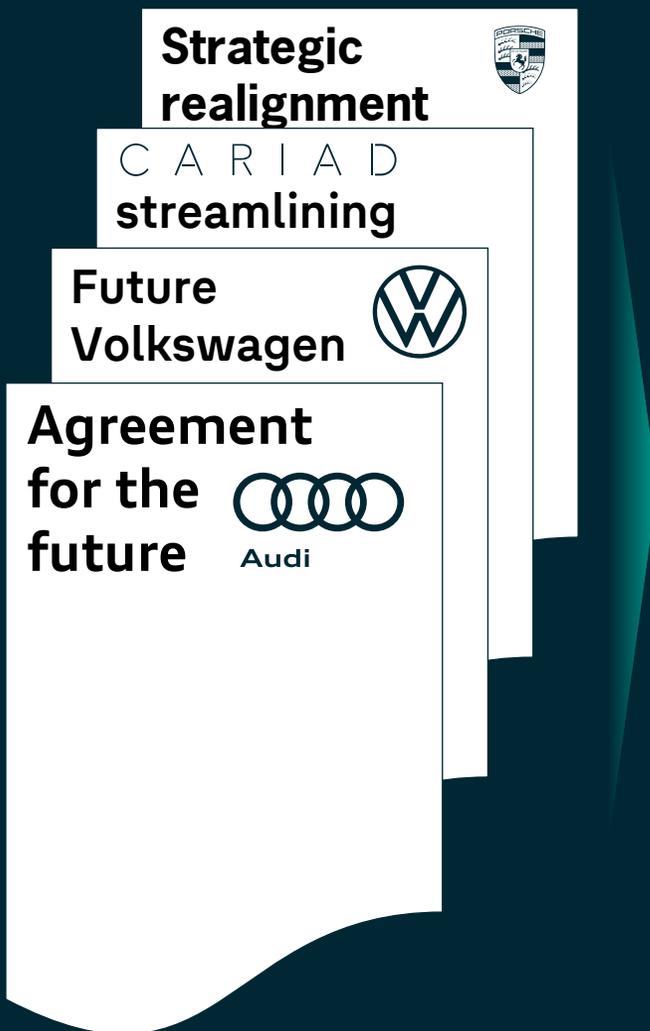
Number of German Volkswagen employees¹
[active² workforce in '000]



Workforce in Germany¹ to be reduced by **>35k by 2030**, thereof 30k Volkswagen AG

Reduction of 2/3 via **natural attrition (incl. early retirement)**, 1/3 largely via **severance programs**

Group performance programs structured in 3 pillars



Stabilization of wages

~€ 2bn

by 2026

Wage increases suspended, revised bonus & new remuneration systems

Alignment of capacity to market realities

>1mn¹

units by YE2027

Rightsizing European capacity to optimize utilization, factory productivity & cost

Re-alignment of workforce

~50k

headcount reduction by 2030²

Realignment of workforce at German locations in a socially responsible manner

1. Including Audi Brussels | 2. Compared to year-end 2024.

Net cost savings of more than € 6bn by end of decade



- VW AG
- Audi
- CARIAD
- Porsche

Implied Group RoS effect

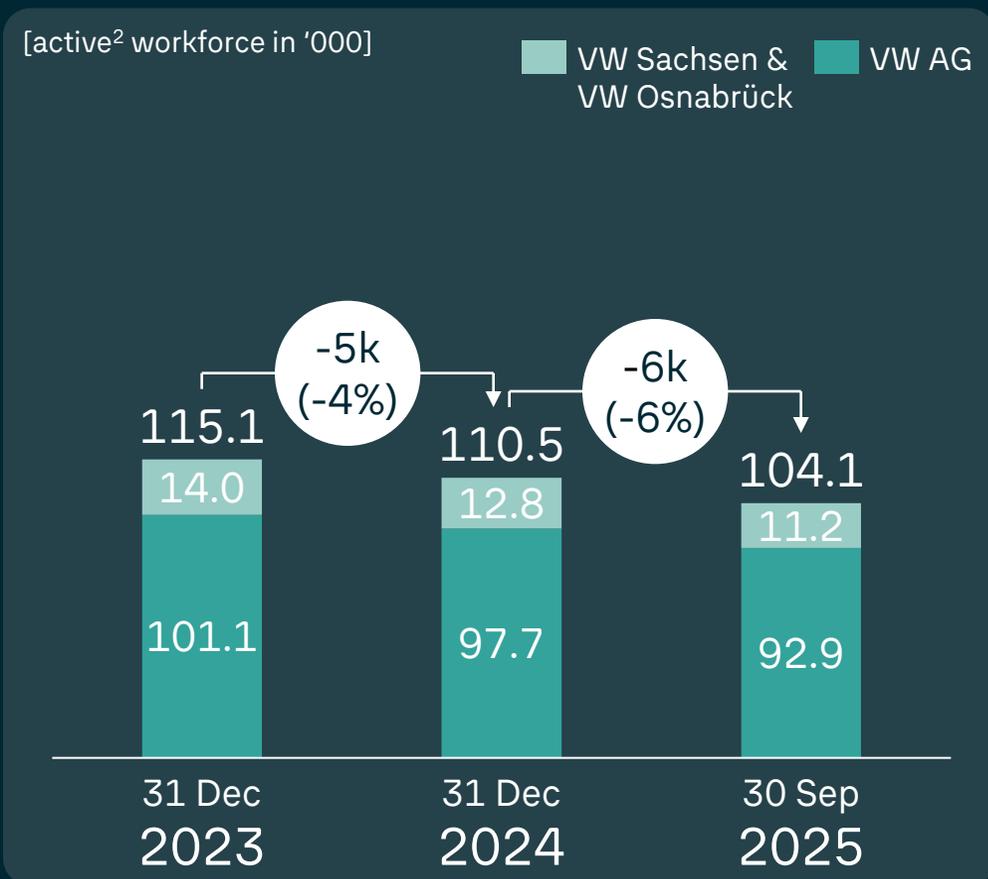
>150bps

by 2030

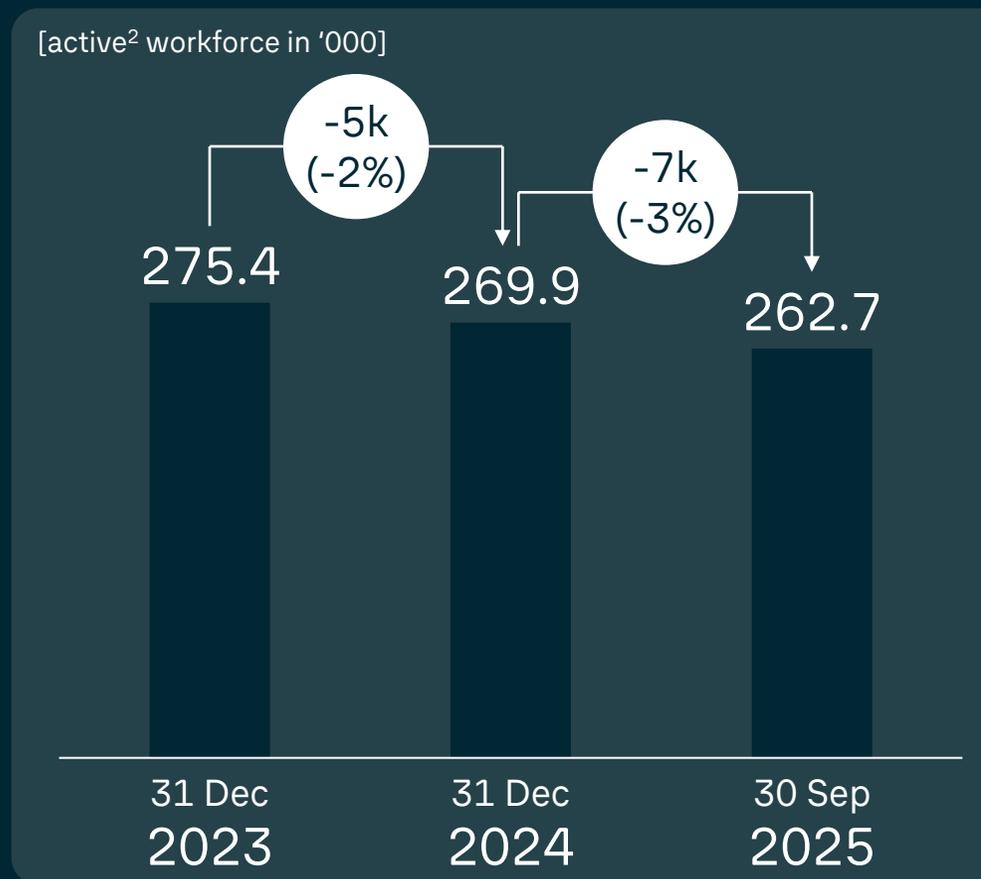
Development of headcount in Germany

Execution of performance programs in full swing, workforce reduction progressing as planned

Volkswagen AG¹ (Germany)

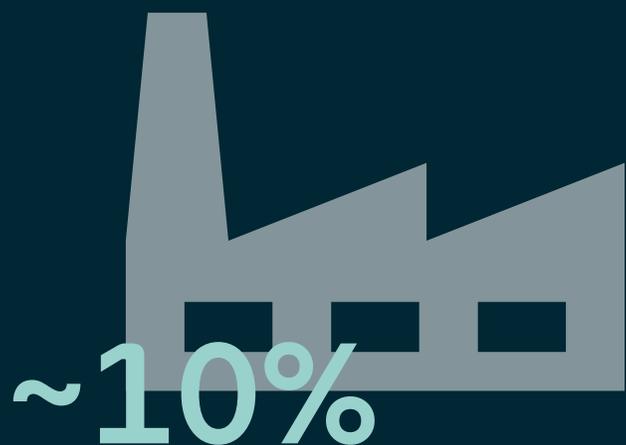


Volkswagen Group (Germany)



1. Scope Zukunft Volkswagen: Volkswagen AG, Volkswagen Sachsen GmbH, VW Osnabrück GmbH | 2. Active Workforce (excluding employees in the passive phase of partial retirement and apprentices)

Factory cost strongly improved with further potential



Reduction of factory cost per vehicle¹ until end 2025



Further cost potential per vehicle¹ until 2026

Average factory cost of German plants lowered by >20% YoY in H1 2025

Multi-brand production and development boosts synergies and flexibility

Several **productivity improvements** benefit factory costs in addition

Multi-brand production as source to reduce investments

ICE station wagon

VW Passat & Skoda Superb in Bratislava

€ 650mn *Saving over product lifetime*

Urban BEV family

VW ID. Cross Concept & Skoda Epiq in Pamplona
& VW ID. Polo & Cupra Raval in Martorell SOP in 2026

>€ 600mn *Combined savings over product lifetime*

SELECTED EXAMPLES



Execution of China strategy on track



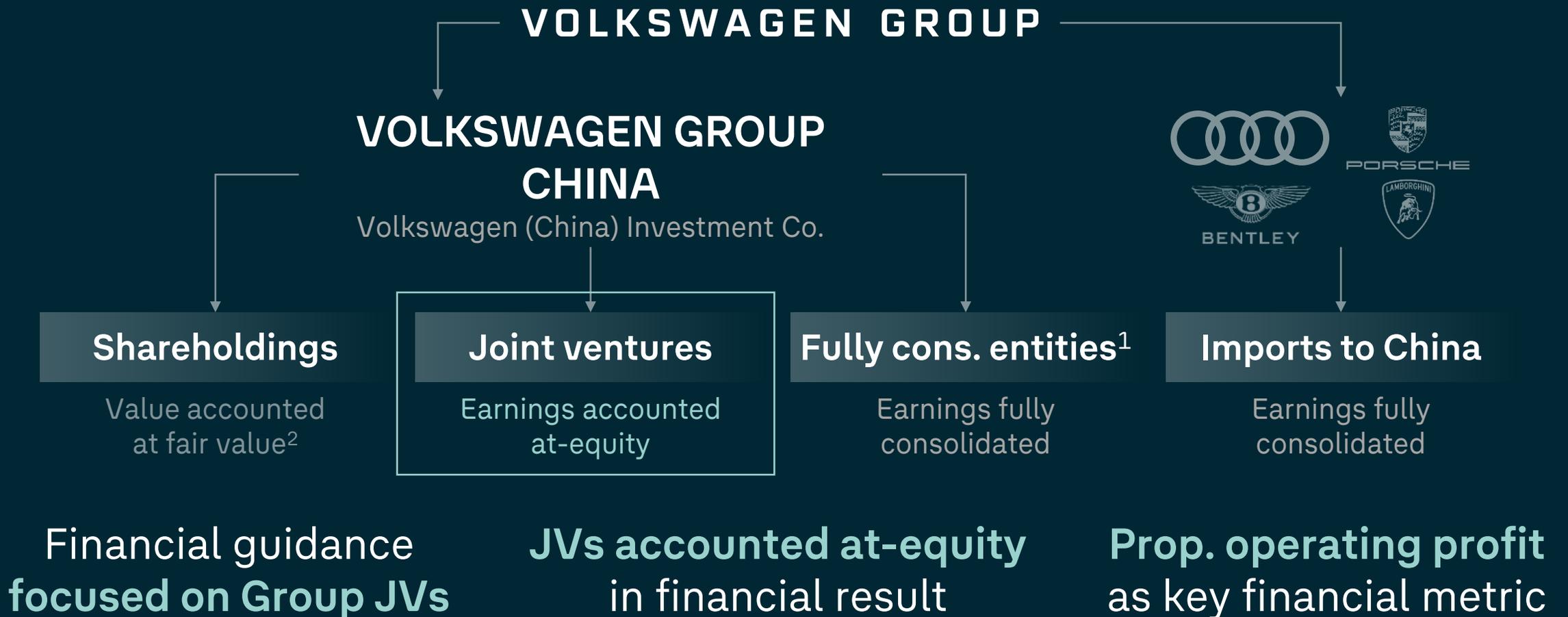
Local development and speed to match customer taste

Smart tech partnerships to push tailored and superior NEV/ICV product offering

Localized supply chain and R&D to achieve cost parity with local leaders

Resilient structure of Volkswagen Group in China

SELECTED EXAMPLES



1 | Includes Volkswagen (China) Investment Company (VCIC), Volkswagen (Anhui) Automotive Company Limited, Volkswagen Group (China) Technology Company (VCTC), Volkswagen Group China's Digital Sales and Services Company (DSSO), Volkswagen Automatic Transmission (Dalian) (ATD), Volkswagen Automatic Transmission (Tianjin) (ATJ), Volkswagen Group Import Company (VGIC); 2 | At cost only for smaller shareholdings due to materiality reasons; at-equity accounting for Gotion High Tech

'In China, for China' Strategy - From Promise to Delivery

WE ARE
FAST



24 - 30 months
time to market

WE ARE
SMART



1st locally developed zonal
architecture + **in-house**
developed ADAS L2++

WE ARE
COST COMPETITIVE



Smart, cost-efficient and
market-tailored solutions to
drive cost reduction

Together with partners and our fully ramped up VCTC we developed new models in a very short time to market

NEW MODELS TOGETHER WITH PARTNERS



24 months

Extended SAIC partnership



30 months

XPENG partnership

NEW VCTC TECH DEVELOPMENT



34 months

Compact Main Platform (VW)
further reduction down to 30 months possible

ID. UNYX 08 - developed in 'China Speed' with new design language

Integrating German engineering excellence with local innovation

SOP H1 2026



30 months

time to market



>700km

CLTC-rated range

800V

charging technology

AI assistant

LLM-powered

ADAS L2++ & OTA

capability

The AUDI E5 Sportback

German engineering, technology & quality with Chinese cutting-edge innovation

Launched in 2025



Audi



770km

CLTC-rated range

800V

charging technology

Up to 579 kW

total power output

AUDI 360

Driving Assist System

AUDI Assistant

personal companion

The AUDI E SUV concept: preview of an all-electric SUV for China
Combining Audi's technological expertise with the innovations in China's digital ecosystem

Launch H1 2026



Audi



>700km

CLTC-rated range

800V

charging technology

Up to 500 kW

total power output

AUDI 360

Driving Assist System

AUDI Assistant

personal companion

Competition and price pressure is fiercest in the A BEV Segment – that's why we have developed the CMP locally in China



-20%

A BEV segment price development¹

Therefore, we adjust our cost structures



-40%

CMP cost target achieved²; further -10% reduction planned

Driven by local R&D, HV-Battery & zonal E/E arch.



-50%

EXAMPLE

HV-Battery cost reduction by 2026

Via local development and a switch to LFP

From 2025 onwards, our strategy will manifest itself with a strong model campaign of new generation ICVs

PPE

2025



3 models

New ICVs

From 2025



3 models

B-Segment
ICVs

2026



2 models

CMP

2026



9 models

New EREVs

From 2026



2 models

We aim to transfer today's success into the future



With our strong setup, we are ready for the next level



2 different customer groups and growing profit pools

2 brands united
by one core
and a shared DNA

2 technologies: Strong in
ICE and accelerating
momentum in BEV/ICV

2 strong partners: FAW and
SAIC with a unique network
in China

China will remain key for Volkswagen Group



Target Picture 2030

**#1 international OEM
& among TOP 3
in Chinese market**

Top position in **ICE**;
tailored, superior **ICV
product** offerings

Strategic ambition of
~€ 3.0bn prop. operating
profit^{1,2} in 2030

Volkswagen sets course for growth in North America

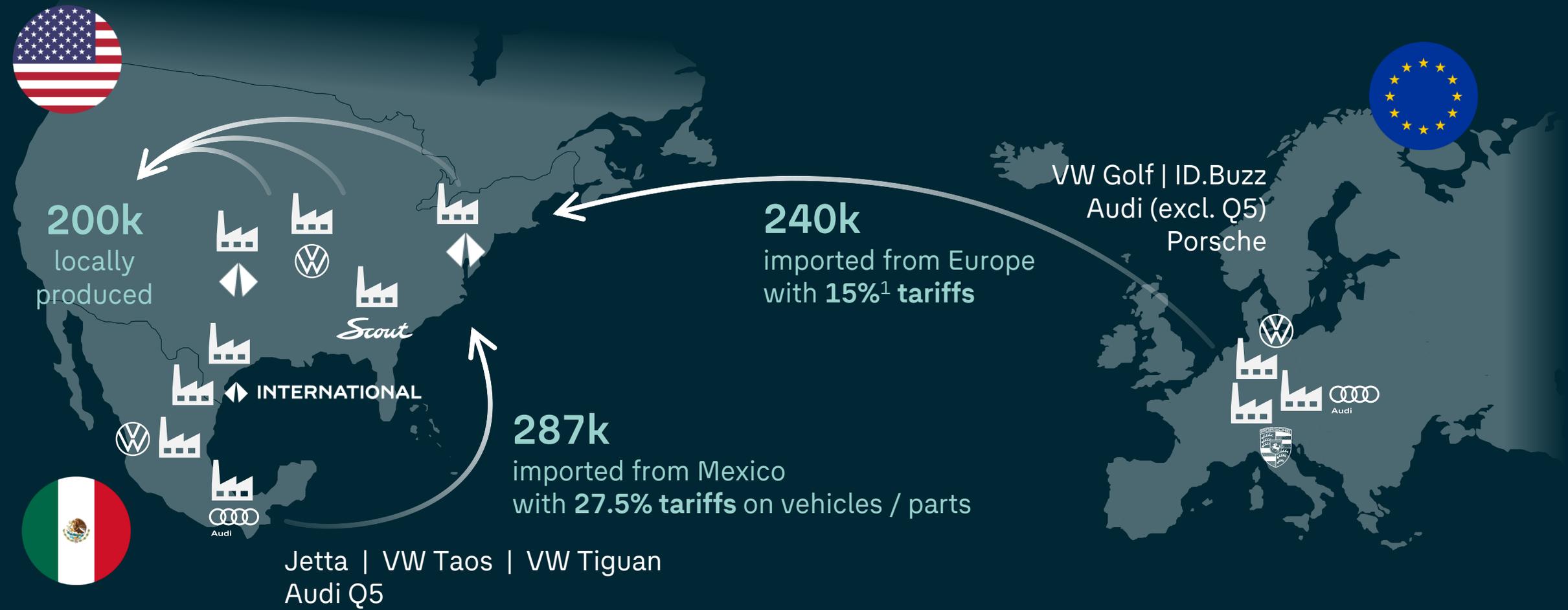
VOLKSWAGEN
GROUP

Strengthen localization and independence with local development & production

Entering electrified pick-up/SUV segment with Scout

Strategic Tech Partnership with Rivian ensures state-of-the-art technology

North American production footprint and vehicle flows of Volkswagen Group in 2024



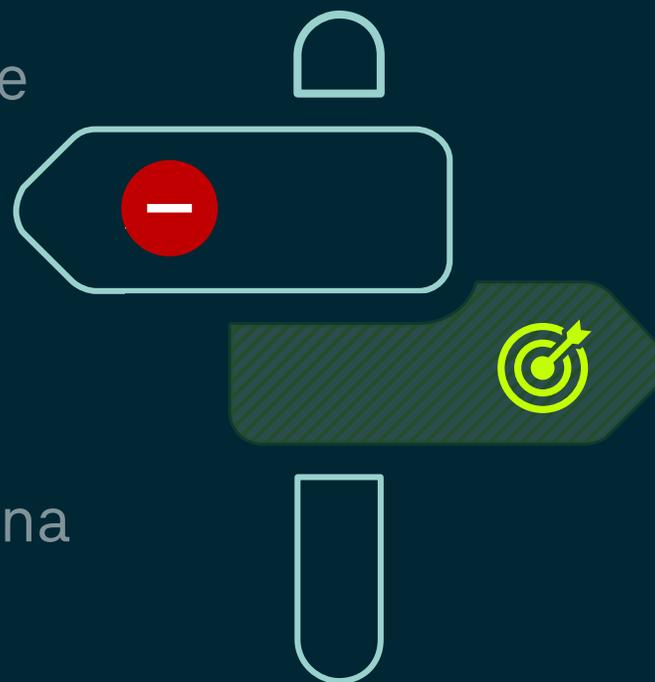
1. Current 27.5% US import tariff expected to be reduced to 15% retroactively from 1 August 2025, implementation of reduced tariff pending.

Volkswagen Group in USA at a crossroads

Concentrate on Europe
in terms of vehicle
specification

R&D/CAPEX
focus on Europe & China

Rethink localization



Broaden **portfolio**



Developing **US concepts**



Quality focus (J.D. Power)

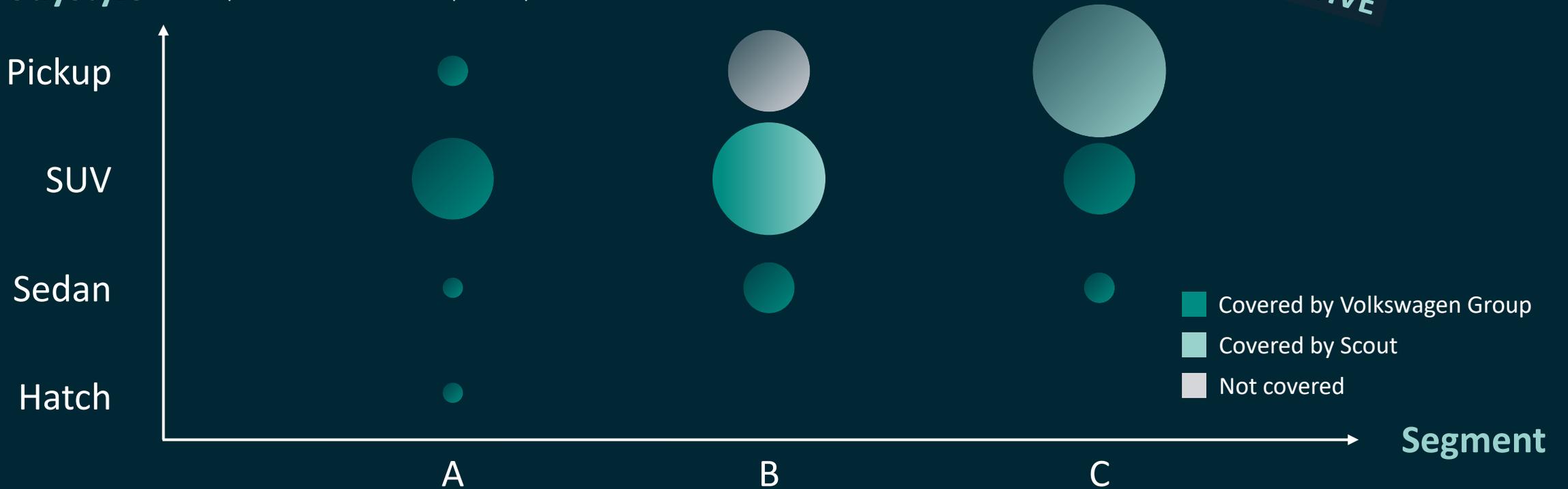


Further **localization**:
Scout decided, Volkswagen
and Audi under review

Scout to complement current product portfolio

Bodystyle

Expected US market profit pools in 2030



ILLUSTRATIVE

Most promising future profit pools addressed

Dedicated SUV & pick-up portfolio to be established

Revival of iconic Scout brand to complement portfolio

WIN Strategy North America: Focus on Range Extender



Entrance via highly attractive segments from 2028 on:
Pick-ups & rugged SUVs



Heritage brand meeting customers' desires to strengthen NAR position

High adaptability of BEV offering with **gasoline range extender offers**

Significant potential beyond core regions

South America, India,
ASEAN & Middle East offer
high growth potentials

Local production combined
with targeted
import strategies

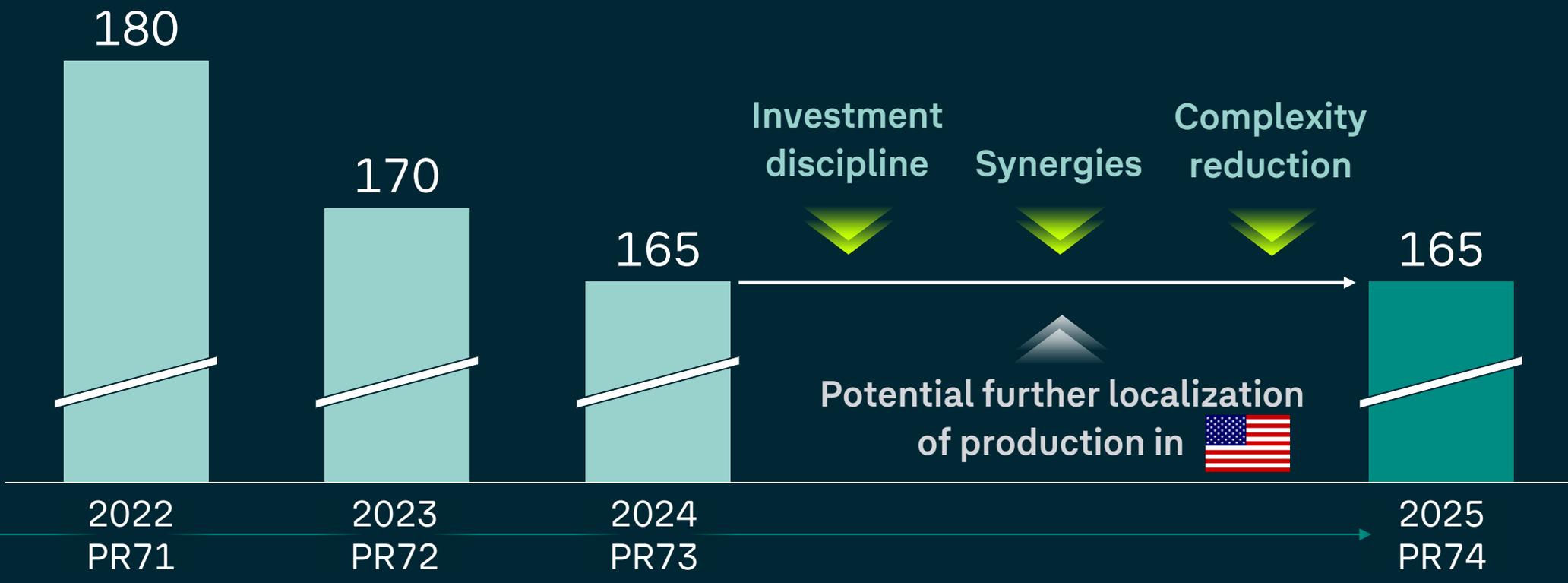
Flexible strategies to
address diverse
customer preferences



Capital Allocation

€165 billion mid-term invest plan committed

5-year combined capex and R&D plan [€ bn]



Effect from **potential further US localization to be offset** in upcoming planning round

~1/4 of PR73 still in ICE competitiveness, supporting **flexible drivetrain strategy**

Focus on the core



> 250

Non-controlled
shareholdings
on Group level

Opening capital structure
of ADMT & PowerCo

Increase of free float
TRATON shares

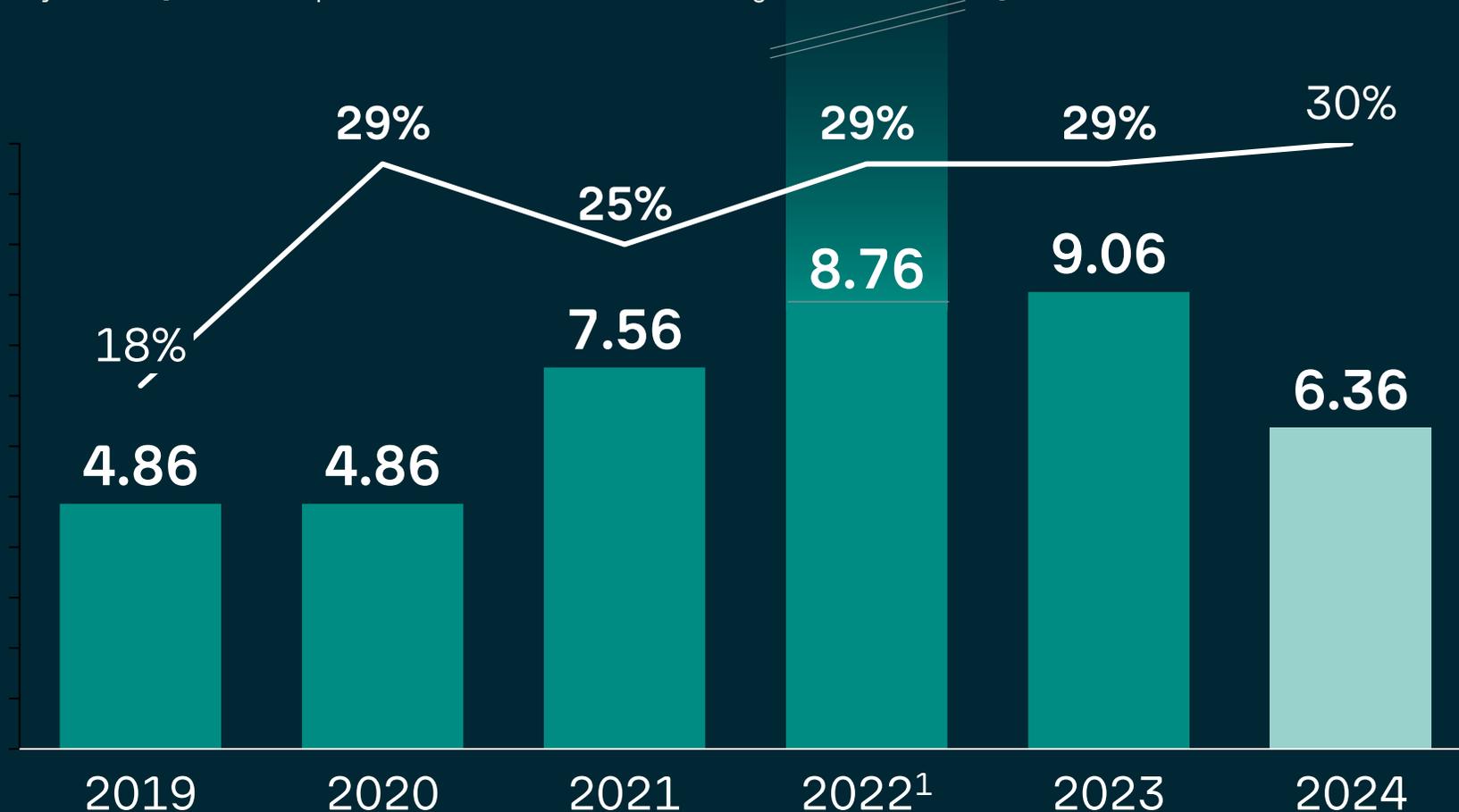
Evaluating options
for Everllence

Active management
of NCS¹ continuing

1. Non-controlled shareholdings

Volkswagen Group pursuing continuous dividend policy

Regular dividend per preferred share [€]
Payout ratio [as % of Group net income attributable to Volkswagen AG shareholders]

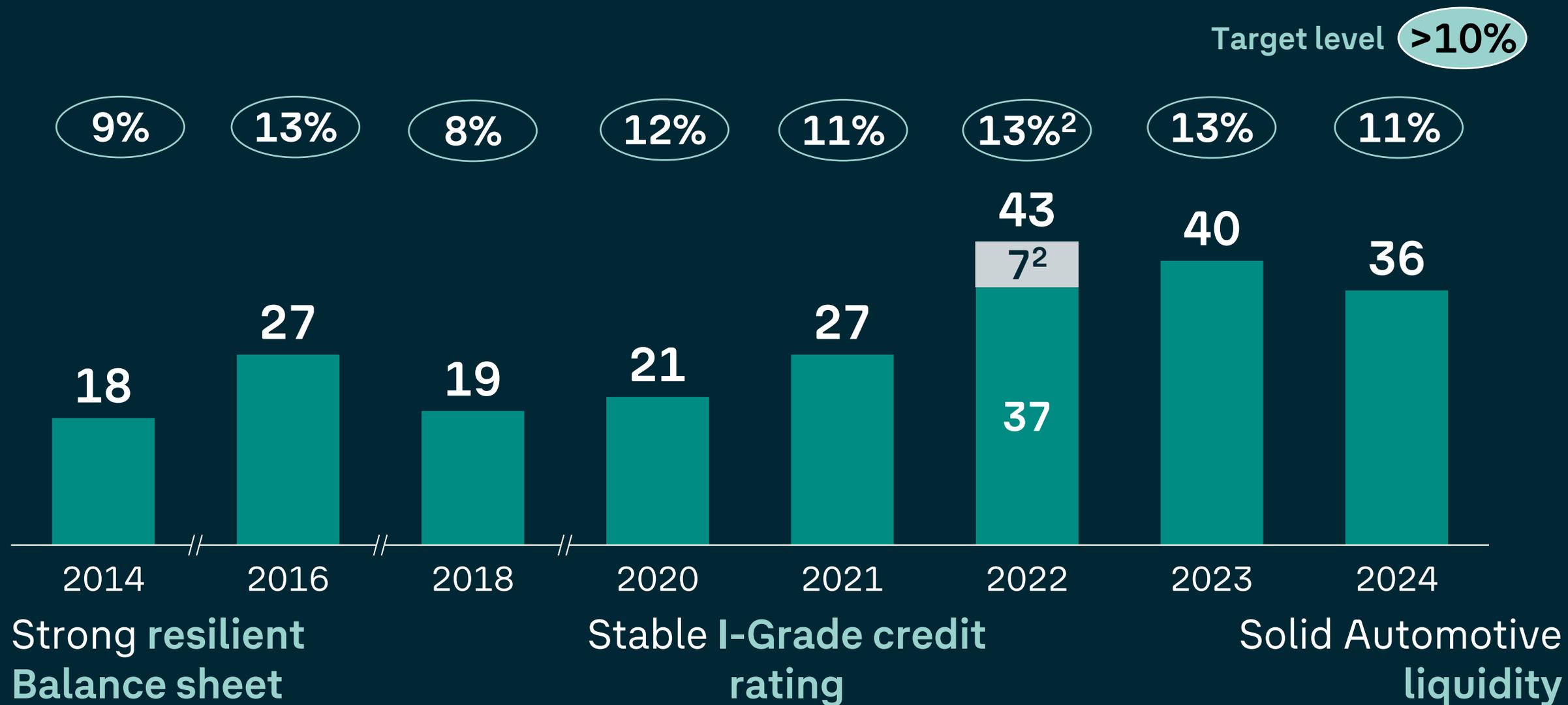


1. For 2022 € 8.76 plus € 19.06 special dividend

Dividends paid for period
2021-2024 totaling
Σ € 25bn
Committed to strategic target
≥30%
payout ratio on
reported net income
Dividend 2025:
Board intends not to take into
account non-cash Porsche
goodwill impairment

Balance sheet strength improved over the cycle

Automotive net liquidity (in €bn¹ / as % of Group revenue)



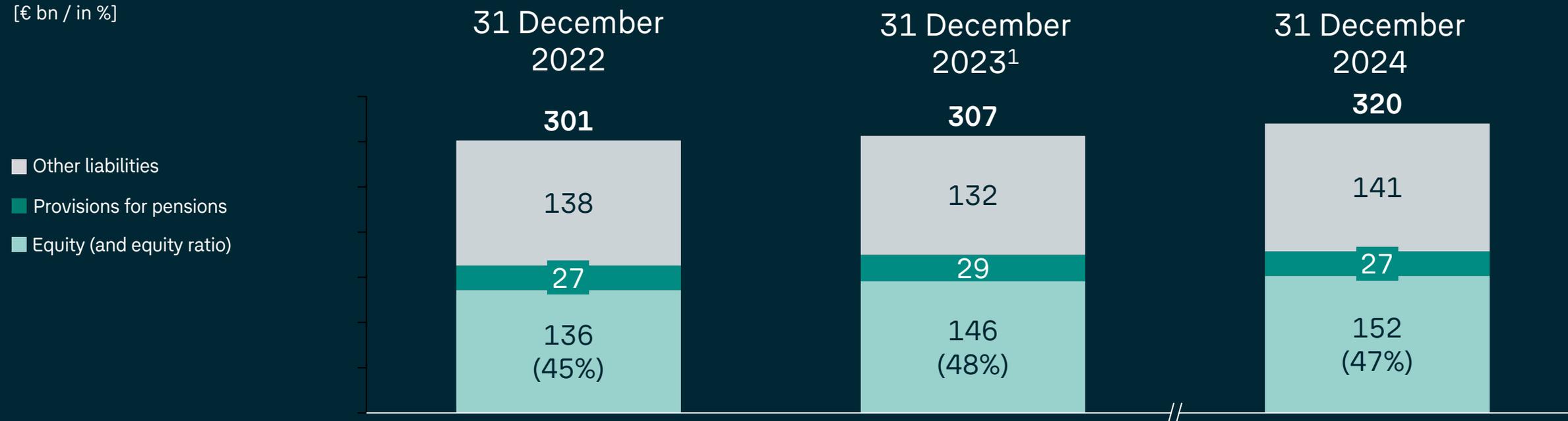
1. Rounded year end values | 2. Total Net Liquidity of €43bn including €16.1bn Porsche IPO proceeds of which Porsche IPO special dividend of €6.5bn (net); payout in January 2023

Solid Financial Foundation of Automotive Division

Resilience further enhanced

Balance Sheet Automotive Division

[€ bn / in %]



Goodwill¹ [€ bn]

26

26

26

EBITDA¹ [€ bn]

37

37

37

Net liquidity^{1, 3} [€ bn]

43

40

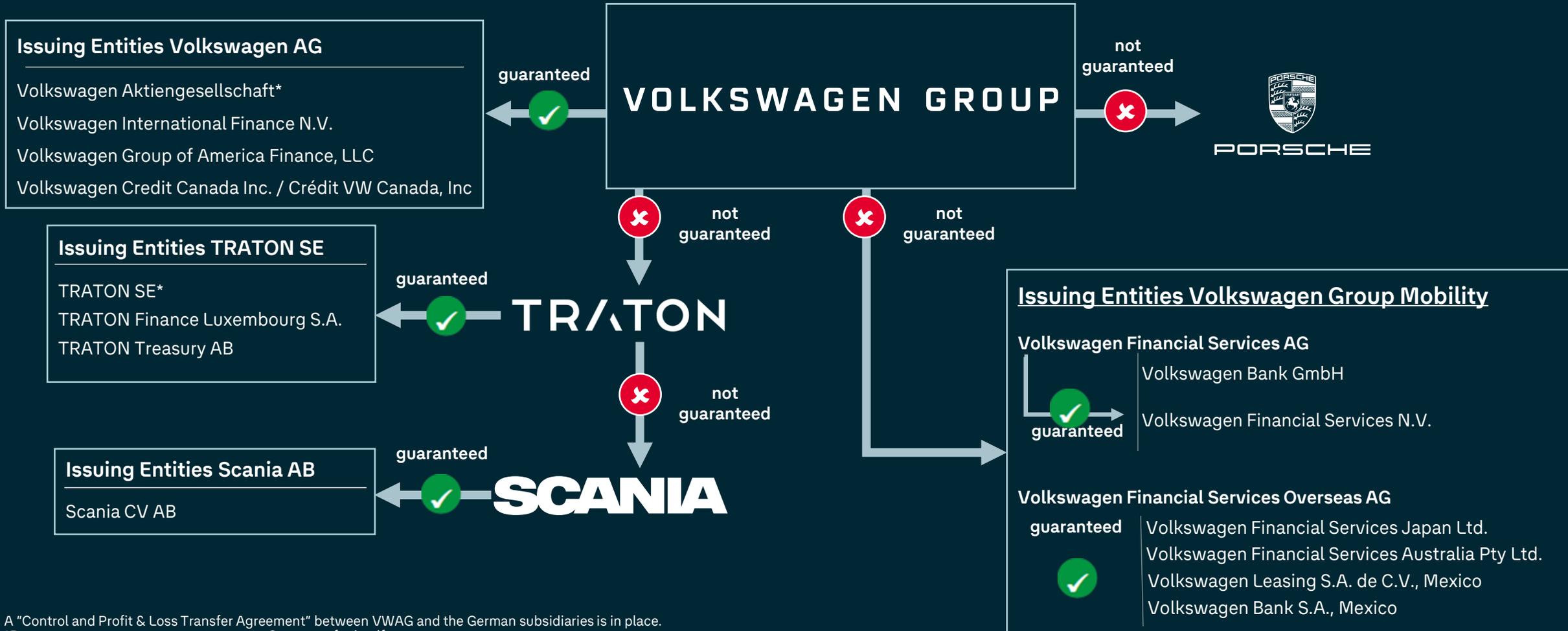
36

1. adjusted (IAS 8) | 1. Automotive Division only | 2.LTM means last twelve months | 3. As reported in the cash flow statement (Automotive Division)



Group Financing

Overview of financing entities of the Volkswagen Group



A "Control and Profit & Loss Transfer Agreement" between VWAG and the German subsidiaries is in place.

*Parent company cannot guarantee act as Guarantor for itself

Financing entities across the globe serving different purposes

Automotive Division

Passenger Cars Business Area

Funding Strategy

- **Financing of industrial development of the Group** within the Automotive Division focusing on Passenger Car Business Area as well as Group financing for general corporate purposes
- **Leverage the multiple funding entities** to streamline the issuance process across different currencies to better target the various members of the investor community
- **Aiming to minimize currency and interest rate risks** as much as possible with the use of derivatives
- **Committing to hybrid capital to support the Group's credit metrics** whilst avoiding dilution of existing shareholders and optimising the cost of capital

Financing Entities Volkswagen AG

Volkswagen Aktiengesellschaft (Guarantor)

Volkswagen Aktiengesellschaft (Issuer)

Volkswagen International Finance NV (Issuer)

Volkswagen Group of America Finance, LLP (Issuer)

Volkswagen Credit Canada Inc / Crédit VW Canada, Inc. (Issuer)

Entity providing an unconditional and irrevocable guarantee

Commercial Vehicle Business Area

Funding Strategy

- **Financial management across TRATON, Scania and Navistar** to finance the industrial development and the leasing services of TRATON Group
- **Optimization of financing costs** with operations business financed from operating cash flow whereas other capital spending projects such as acquisitions, financed by a balanced mixture of equity and debt
- **Limit of market price risks** as well as default risk of financial counterparties
- **Pursuing a prudent financial policy** with a long-term commitment to an implied solid investment-grade credit rating

Financing Entities TRATON SE

TRATON SE (Guarantor)

TRATON SE (Issuer)

TRATON Finance Luxembourg S.A. (Issuer)

TRATON Treasury AB (Issuer)

Financing Entities Scania AB

Scania AB (Guarantor)

Scania CB AB (Issuer)

Financial Services Division

Volkswagen Financial Services

Funding Strategy

- **Funding of leasing and car financing offerings** of the Group
- **A continuously increasing share of the refinancing schemes** via the capital markets via well-diversified financing instruments
- **Utilising means outside the company rating**, e.g. customer deposits
- **Finding and tapping new investors**
- **Use of capital market derivatives**

Financing Entities Volkswagen FS

Volkswagen Financial Services AG (Guarantor)

Volkswagen Financial Services AG (Issuer)

Volkswagen Leasing GmbH (Issuer)

Volkswagen Financial Services N.V. (Issuer)

Volkswagen Financial Services Japan Ltd. (Issuer)

Volkswagen Financial Services Australia Pty Ltd. (Issuer)

Financing Entities Volkswagen Bank

Volkswagen Bank GmbH (Issuer)

Credit metrics and ratings

Volkswagen Groups Credit Positioning



Credit Rating Development



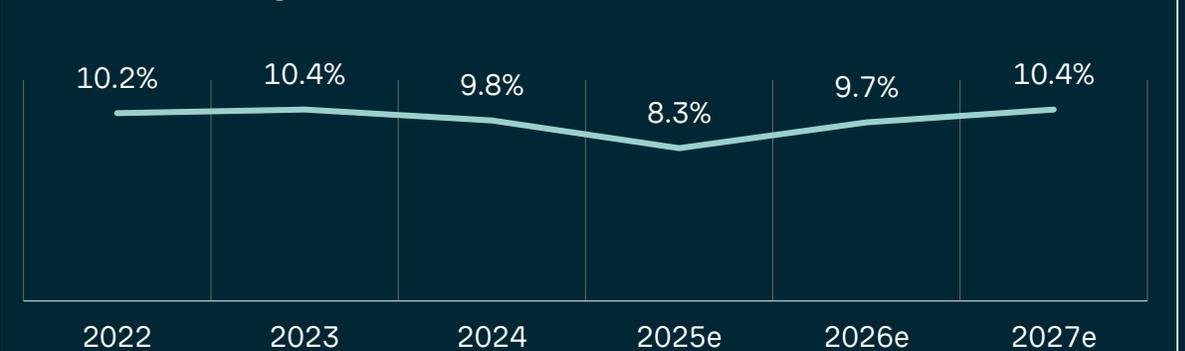
Current Credit Ratings

Volkswagen AG		Volkswagen Financial Services AG		Volkswagen Bank GmbH		Volkswagen Financial Services Overseas AG	
Long-Term	Short-Term	Long-Term	Short-Term	Long-Term	Short-Term	Long-Term	Short-Term
BBB+ (stable)	A-2	BBB+ (stable)	A-2	BBB+ (stable)	A-2	BBB+ (stable)	A-2

Debt / EBITDA



EBITDA Margin



Credit metrics and ratings

Volkswagen Groups Credit Positioning

Credit Rating Development

A3		A2		A3								Baa1
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025

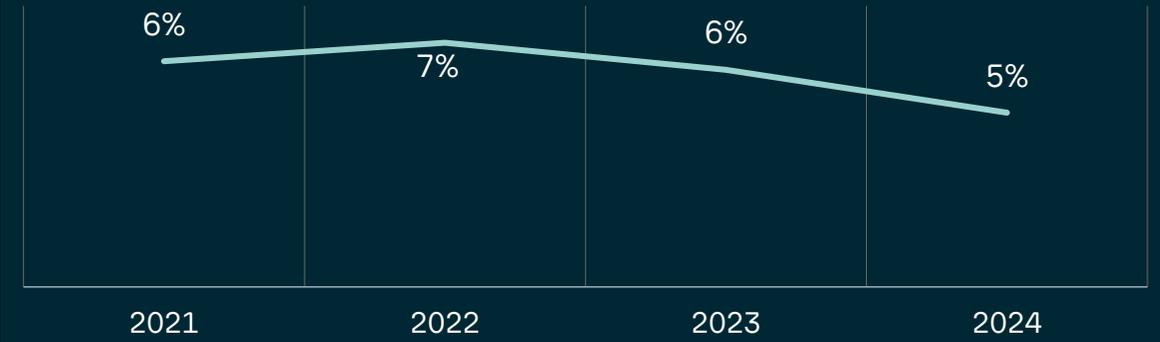
Current Credit Ratings

Volkswagen AG		Volkswagen Financial Services AG		Volkswagen Bank GmbH		Volkswagen Financial Services Overseas AG	
Long-Term	Short-Term	Long-Term	Short-Term	Long-Term	Short-Term	Long-Term	Short-Term
Baa1 (stable)	P-2	Baa1 (stable)	P-2	A1 (negative)	P-1	Baa1 (stable)	P-2

Debt / EBITDA



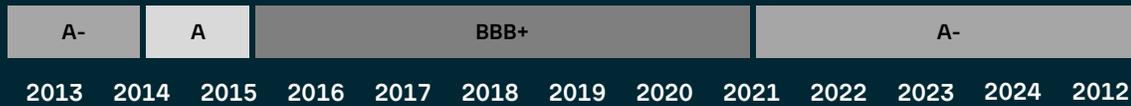
EBIT Margin



Credit metrics and ratings

Volkswagen Groups Credit Positioning

Credit Rating Development



Current Credit Ratings

Volkswagen AG		Volkswagen Financial Services AG		Volkswagen Bank GmbH		Volkswagen Financial Services Overseas AG	
Long-Term	Short-Term	Long-Term	Short-Term	Long-Term	Short-Term	Long-Term	Short-Term
A- (negative)	F1	A- (negative)	F1	A (negative)	F1	A- (negative)	F1

EBIT margin

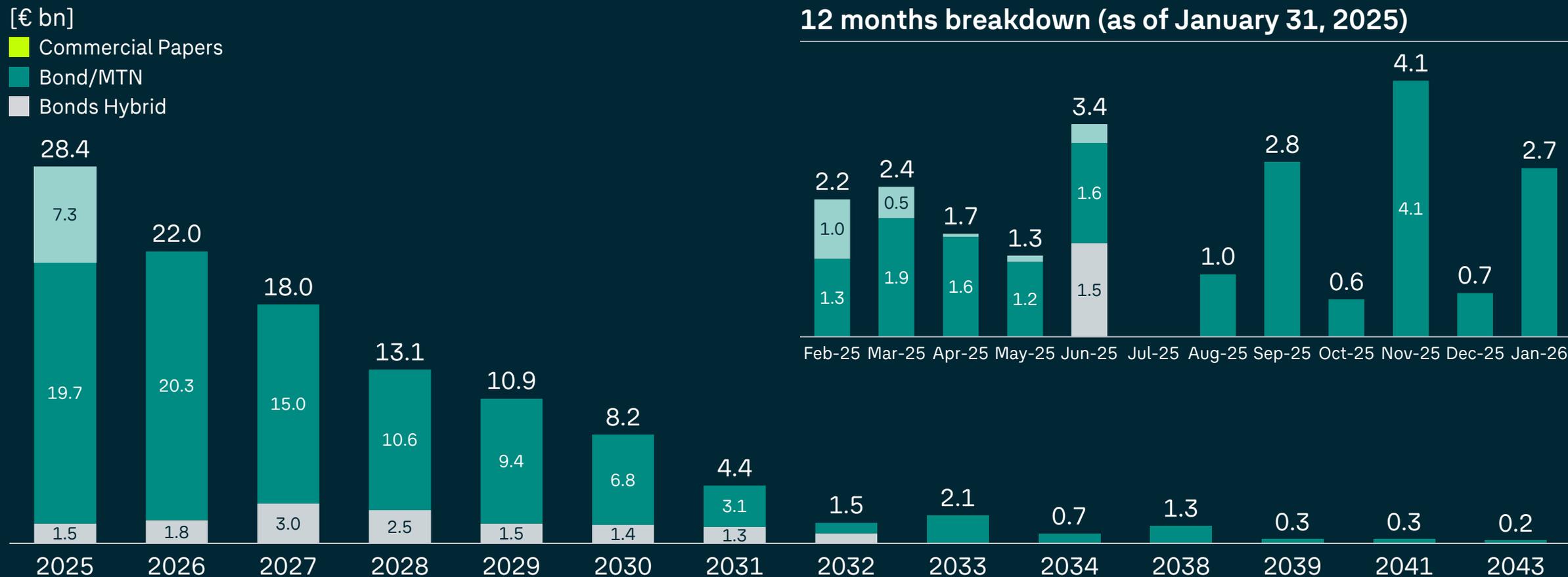


FCF margin



Well-balanced debt maturity profile

Volkswagen Group's Funding Mix in % (as of December 31, 2024)

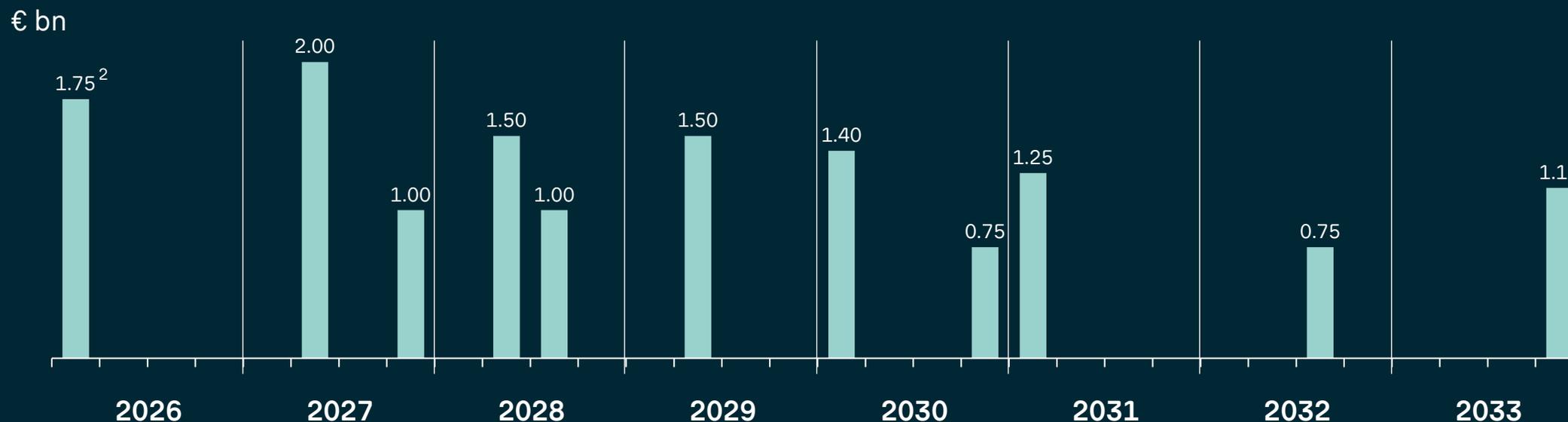


Sums may differ due to rounding effects.

Hybrid Bonds as integral part of capital structure

Hybrid Capital within the Volkswagen Group¹

- Provides 100% IFRS equity
- Long-term commitment towards hybrid capital supporting Volkswagen Group's credit metrics such as Net Industrial Liquidity
- Well diversified maturity profile

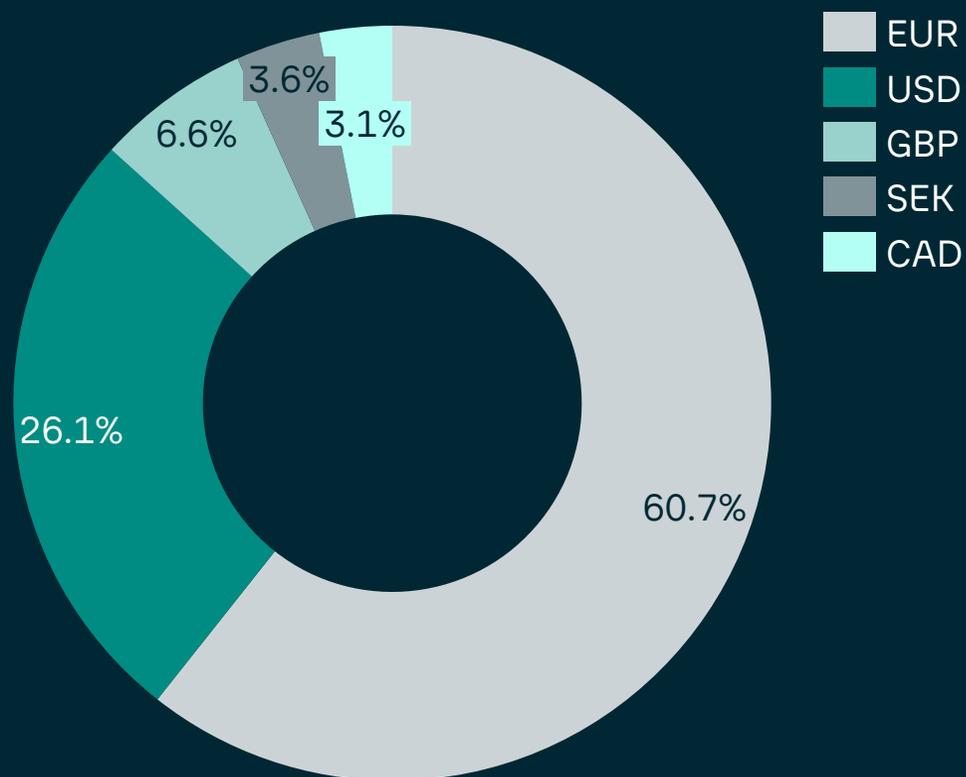


1. First call dates of hybrids are shown in the table as of 12/23 | 2. 2026 maturity already refinanced by hybrid issuances in May 2025.

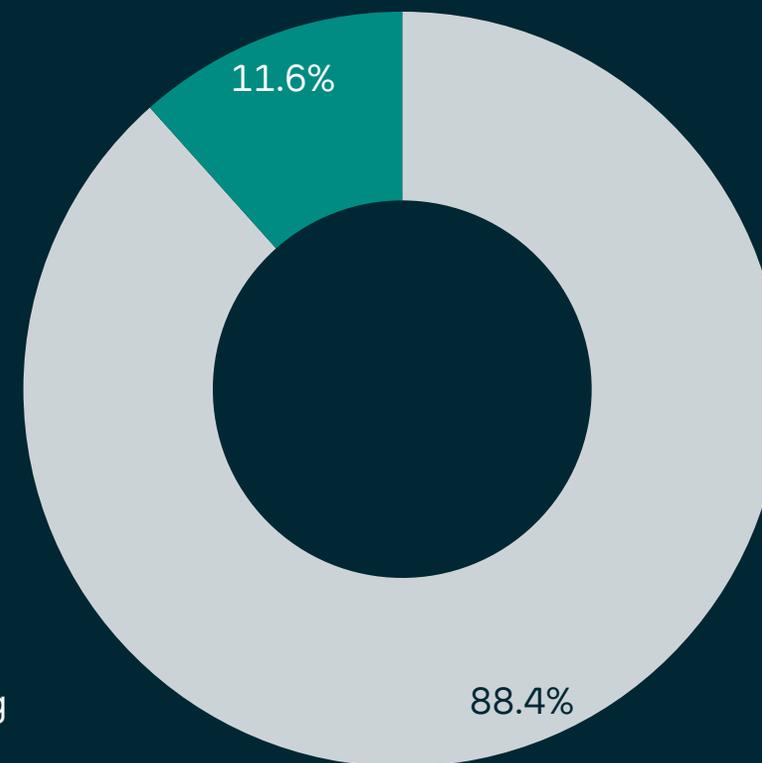
Diversified mix of currencies and tenors

Volkswagen Group's Capital Market Borrowings Diversification of Unsecured Funding (as of December 31, 2024)

Top 5 Currency Breakdown Commercial Paper and Bonds (excl. Hybrid)



Fix vs. Float Bonds (excl. Hybrid)

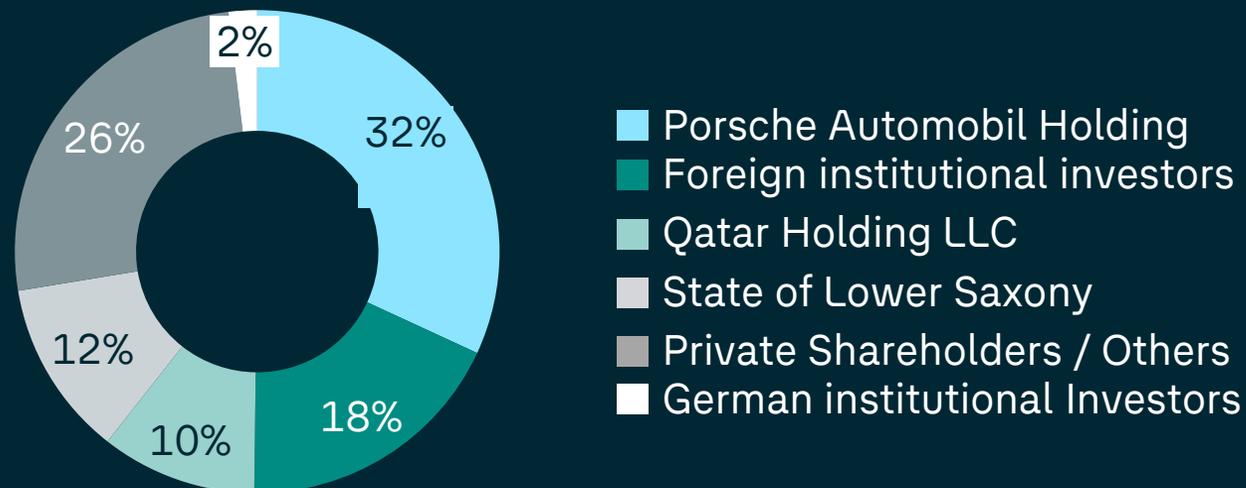


Sums may differ due to rounding effects.



Volkswagen Shares

Shareholder Structure as of December 31, 2024



ESG Rating Coverage and Memberships

ESG:

MSCI World SRI
Sustainalytics
Institutional Shareholder Services (ISS)

Memberships:

United Nations Global Impact

Volkswagen Share Data and Indices

	Ordinary Shares	Preferred Shares
ISIN	DE0007664005	DE0007664039
WKN	766400	766403
Deutsche Börse / BBG	VOW	VOW3
Reuters	VOWG.DE	VOWG_P.DE
Primary market indices	CDAX, Prime All Share, MSCI Euro, S&P Global 100 Index	DAX, CDAX, EURO STOXX, EURO STOXX 50, EURO - SXAP, Prime All Share, MSCI Euro
Exchanges	Berlin, Duesseldorf, Frankfurt, Hamburg, Hanover, Munich, Stuttgart, Xetra	
Number of shares	295,089,818	206,205,445

Key Figures per Volkswagen Share

Key figures per share		2024	2023 ³	2022 ⁴	2021	2020
Earnings per ordinary share ⁵						
basic	€	21,36	31,79	29,66	29,59	16,60
diluted	€	21,36	31,79	29,66	29,59	16,60
Equity attributable to Volkswagen AG shareholders and hybrid capital investors at Dec. 31	€	363,65	349,03	329,90	288,15	253,44
Price/earnings ratio ⁶						
Ordinary share	factor	4,3	3,7	5,0	8,7	10,2
Preferred share	factor	4,2	3,5	3,9	6,0	9,1
Dividend yield ⁷						
Ordinary share	%	6,8	7,6	5,9	2,9	2,8
Preferred share	%	7,1	8,1	7,5	4,3	3,2
Stock exchange turnover ⁸		2024	2023	2022	2021	2020
Turnover of Volkswagen ordinary shares	€ billion	2,0	1,4	2,7	6,1	3,1
	million shares	18,3	10,2	13,5	23,3	21,6
Turnover of Volkswagen preferred shares	€ billion	27,7	31,4	44,9	58,8	49,8
	million shares	263,7	263,2	302,2	300,4	361,2
Volkswagen share of total DAX turnover	%	3,5	4,1	4,7	6,6	4,7

² Xetra prices.

³ The year 2023 was adjusted.

⁴ The year 2022 was adjusted.

⁵ For the calculation see "Earnings per share" in the notes to the consolidated financial statements.

⁶ Ratio of year-end-closing price to earnings per share.

⁷ Dividend per share based on the year-end-closing price.

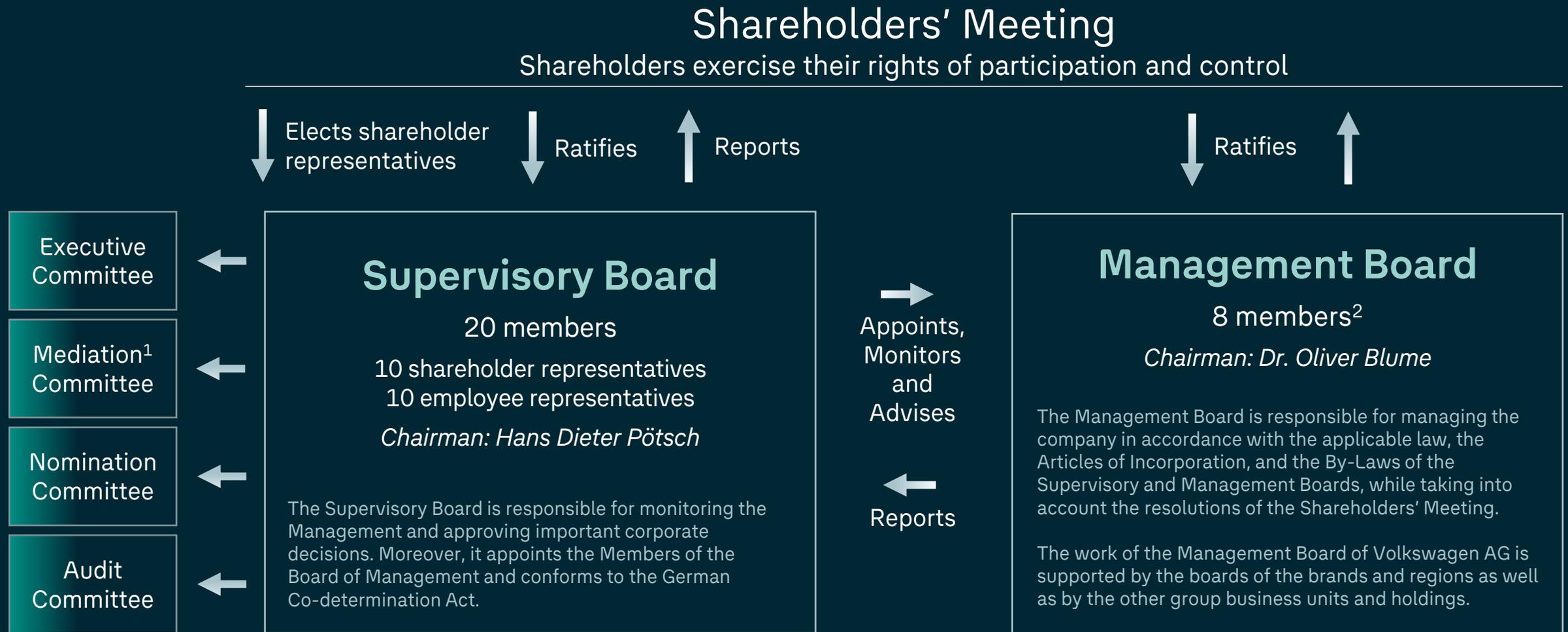
⁸ Order book turnover on the Xetra electronic trading platform (Deutsche Börse).

Share price development ²		2024	2023 ³	2022 ⁴	2021	2020
Ordinary share						
Closing	€	92,15	118,45	147,65	258,40	170,10
Price performance	%	-22,2	-19,8	-42,9	+ 51,9	-1,8
Annual high	€	151,50	181,65	279,40	327,20	183,10
Annual low	€	82,40	106,40	145,00	165,70	101,50
Preferred share						
Closing	€	89,04	111,80	116,42	177,48	152,42
Price performance	%	-20,4	-4,0	-34,4	+ 16,4	-13,5
Annual high	€	128,50	142,20	193,10	246,55	185,52
Annual low	€	80,32	99,14	114,88	144,80	87,20
Market capitalization at Dec. 31	€ billion	45,6	58,0	67,6	112,8	81,6
Equity attributable to Volkswagen AG shareholders and hybrid capital investors at Dec. 31	€ billion	182,3	175,0	165,4	144,4	127,0
Ratio of market capitalization to equity	factor	0,25	0,33	0,41	0,78	0,64



Governance & Sustainability

Volkswagen Group Governance: Two-Tier Board System



1. in accordance with Article 27, Section 3 of the German Co-determination Act (MitbestG) 2. as per November 2025

The Volkswagen Group's Board of Management



Dr. Oliver Blume

CEO

*since September 1, 2022
until 2030*



Dr. Arno Antlitz

CFO and COO

*since April 1, 2021¹
until 2027*



Thomas Schäfer

Brand Group Core

*since July 1, 2022
until 2030*



Dr. Gernot Döllner

Brand Group
Progressive

*since September 1, 2023
until 2026*



Ralf Brandstätter

Member of the board
of VW AG for China

*since January 1, 2022
until 2028*



Hauke Stars

IT

*since February 1, 2022
until 2025*



Dr. Manfred Döss

Integrity and Legal
Affairs

*since February 1, 2022
until 2028*



**Thomas Schmall-von
Westerholt**

Technology

*since January 1, 2021
until 2028*

1. COO of Volkswagen AG since September 1, 2022

ESG: Integral Part of bonus of Management Board

Functionality of the Annual Bonus



Key facts

- Basic continuation of the previous system (introduced in 2017)
- Starting with 2021 financial year, ESG multiplier is added as new dimension
- Defines a balance between financial key performance indicators and ESG targets
- Performance measures reflect Volkswagen's strategy and transformation process

Our commitments framing regenerate+

- 1 | We **protect and strengthen** our environment.
- 2 | We treat people with **dignity and respect**.
- 3 | We act **with integrity** and **in compliance**.
- 4 | We take **responsibility towards society**.
- 5 | We provide **sustainable mobility** and **business models**.

Impact-driven ambition towards sustainable mobility

NATURE



OUR PEOPLE



SOCIETY



BUSINESS



Achieved notable progress
in the **TOP KPI set**

Integration into
The Group Strategy

Strong commitment to our
strategy and framework

Systematic steering of KPIs documents our responsibility towards ...

... impact on nature & environment

- Reduction of CO_{2eq} Inventory
- Share of Circular Materials
- Biodiversity-Index

NATURE

... our own employees around the world

- Proportion of diversity in management
- Ø qualification hours per employee
- Lost Time Injury Frequency Rate

OUR PEOPLE

... our supply chain & society

- Sustainability Performance of supplier in S-Rating
- Global Reputation KPI
- Societal impact by donations and projects

SOCIETY

... incremental business from sustainability

- Revenues: sustainable business models
- BEV shares
- Share of Green Bonds

BUSINESS

Empower People. Protect Resources. Regenerate Progress.

Climate neutrality is achievable by reaching net-zero emissions and protecting natural resources.

Circular economy reduces primary resource demand and safeguards environment and society.

Regeneration can only be achieved through close partnerships and transparent stakeholder engagement.

Empowering people through diversity, inclusion, and open dialogue drives **transformation for long-term business success.**

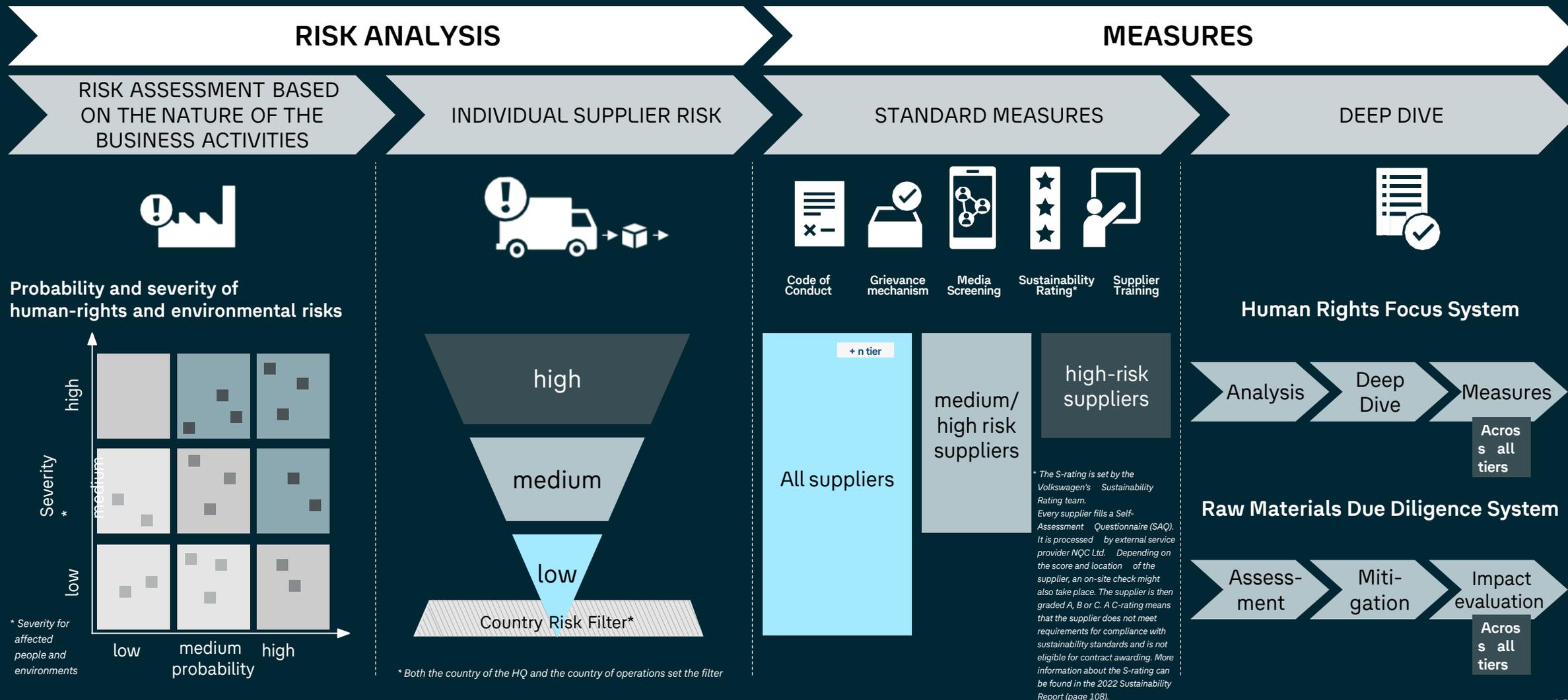
Shaping a Sustainable Future Together - Moving what Matters

Overview of the targets, TOP KPIs and indicators

Dimensions	Target	TOP KPI	Year	Quanti.	Quanti. Performance (FY2023)	Quanti. Performance (FY2024)	Further Info
 <p>nature+</p>	The Volkswagen Group wants to become a net-carbon-neutral company.	Reduction of CO _{2eq} Inventory	2030	-50%	-33.7% ²	-51% ²	Carbon Neutrality in 2040 (-90%)
			2030	-30%	-10.8% ^{3,4}	-11.3% ^{3,4}	Carbon Neutrality in 2050 (-90%)
	The Volkswagen Group is working to continuously reduce our demand of primary resources.	Share of Circular Materials	2040	40% ¹	on track	12.5-26.2%	Reference: body weight for EU vehicles
	The Volkswagen Group supports biodiversity.	Biodiversity-Index					KPI in development with base year 2025
 <p>our people+</p>	The Volkswagen Group fosters a diverse, inclusive, and holistic non-discriminatory culture.	Proportion of diversity in management ⁵	2025	20.2%	19.2%	19.9%	Status Annual Report 2024
		Women Internationalization	2025	25%	25.6%	29.1%	
	The Volkswagen Group wants to be a unique employer leading teams to success.	Ø Qualification hours per employee	2030	30h	22.1h/employee	20.8h/employee	The baseline value is 22.3 hours and is the average for the years 2015 to 2019.
	The Volkswagen Group stands for excellent health and safety at work.	Lost Time Injury Frequency Rate	2040	< 1	3.6	6.4 ⁶	Value per 1 million hours worked
 <p>society+</p>	The Volkswagen Group shapes responsible and sustainable supply chains.	Sustainability Performance of supplier in S-Rating	2040	> 95%	79%	83%	Revenue percentage of direct suppliers with a positive S rating in total procurement volume
	The Volkswagen Group is a reliable partner.	Global Reputation KPI					KPI will be published based on revised reputation study in 2025
	The Volkswagen Group increases the positive social impact of its actions.	Social impact by donations and projects				> 60 Mio € > 200 projects	Strategic target in development
 <p>business+</p>	The Volkswagen Group identifies and promotes sustainability-related business areas.	Revenues from sustainable business models					KPI will be published with base year 2025
		Share of BEV	2030	50%	8.3%	8.3%	Brand- and regional specific targets
	The Volkswagen Group strengthens and intensifies sustainable financing.	Share of Green Bonds	2030 2040	30% 50%	13.3% ⁶	23% ⁷	Excluding Porsche AG & TRATON SE

¹ Ambition 2040 (world excl. China) for vehicle projects with SOP in 2040 and beyond ² absolute reduction target ³ intensity target measured per vehicle km ⁴ based on assumptions and information from markets EU+3, US, CN; value may be subject to change with base year recalculation process [see Group Annual Report 2024, p. 291]; ⁵ Diversity-Index with the Sub-KPIs Women in Management and Internationalization in Top Management; ⁶ new scope and metric in 2024; ⁷ implicit disclosed; point of reference: 11.03.2025

Prevent and minimize human right and environmental risks along the supply chains (ReSC System)



Dedicated chapter “ESG-Performance & Reporting” on IR Website with all relevant data

SUSTAINABILITY REPORT

Combined Non-Financial Statement as Part of the 2024 Annual Report

- Application of ESRS
- First DMA / double materiality analysis



~ 250 pages

ESG FACTBOOK

Supplementary capital market-relevant ESG information and links in existing sources

- All ESG information in one place
- Timeless data model





ESG FACTBOOK

16.05.2025

VOLKSWAGEN GROUP



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 Decarbonization
 Resource Use - Water Management
 Resource Use - Circular Economy

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Introduction

ESG at VOLKSWAGEN GROUP

Environment

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Just Transition

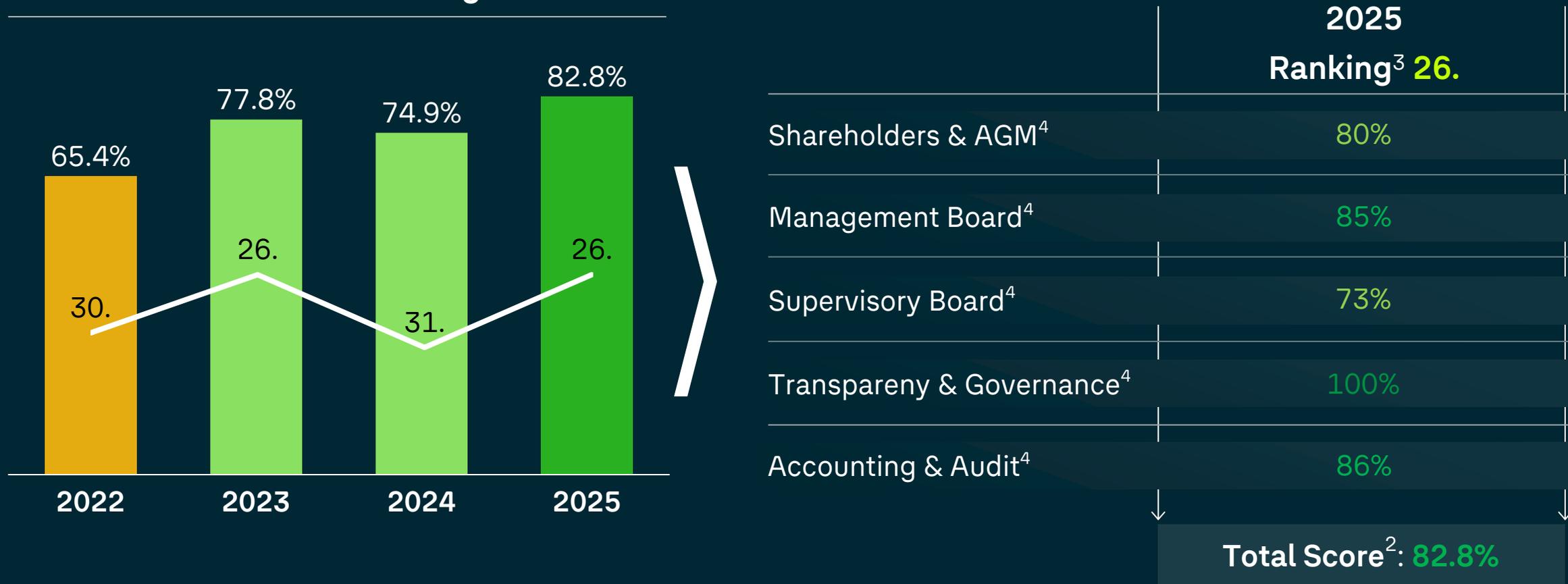
APPENDIX 1

APPENDIX 2

APPEN

Governance ranking significantly improved with an overall rating of "very good"

DVFA Total Score² and Ranking³ 2022-25



¹ See <https://dvfa.de/themen/scorecard/>

² Weighted total score

³ Compared to 38 (37 in 2022) DAX-Companies

⁴ Degree of Fulfillment

Score	Gesamtprädikat	Score	Gesamtprädikat
100% - 90,1%	Excellent	70% - 60,1%	Satisfactory
90% - 80,1%	Very good	60% - 50,1%	Sufficient
80% - 70,1%	Good	< 50%	Poor



Financials Volkswagen Group

Volkswagen Group Financials 9m/25

	VEHICLE SALES (' 000)		SALES REVENUE (€ m)		OPERATING RESULT (€ m)		OPERATING MARGIN (%)	
	9M 2025	9M 2024	9M 2025	9M 2024	9M 2025	9M 2024	9M 2025	9M 2024
Brand Group Core	3,771	3,627	106,950	101,523	4,719	4,419	4.4	4.4
Volkswagen Passenger Cars	2,279	2,260	63,811	63,535	1,476	1,281	2.3	2.0
ŠKODA	870	809	22,342	20,399	1,790	1,699	8.0	8.3
CUPRA/SEAT	481	466	11,241	10,515	16	415	0.1	3.9
Volkswagen Commercial Vehicles	324	310	12,539	11,093	220	599	1.8	5.4
Tech. Components			17,048	15,499	1,114	416	6.5	2.7
Consolidation	-182	-218	-20,030	-19,518	104	10		
Brand Group Progressive (Audi)	848	800	48,380	46,262	1,555	2,088	3.2	4.5
Brand Group Sport Luxury (Porsche Automotive) ¹	198	221	23,833	25,899	-228	3,771	-1.0	14.6
CARIAD			960	652	-1,500	-2,058	0.0	0.0
Battery			26	2	-1,054	-370	0.0	0.0
TRATON Commercial Vehicles	225	246	31,188	34,266	1,685	3,097	5.4	9.0
At equity accounted companies in China ²	1,882	1,903						
Volkswagen Group Mobility			44,140	40,959	2,893	2,113	6.6	5.2
Other ³	-344	-335	-16,810	-12,284	-2,662	-248	-14.1	0.6
Volkswagen Group before special items	6,581	6,463	238,669	237,279	5,408	12,812	2.3	5.4
Special Items	0	0	0	0	0	0	0.0	0.0
Volkswagen Group	6,581	6,463	238,669	237,279	5,408	12,812	2.3	5.4
thereof:								
Automotive Division ⁴	6,581	6,467	213,132	210,470	2,216	10,669	1.0	5.1
Of which: Passenger Cars Business Area	6,387	6,245	179,594	173,973	2,225	8,626	1.2	5.0
Commercial Vehicles Business Area	225	246	31,188	34,266	1,689	3,108	5.4	9.1
Financial Services Division			47,339	43,879	3,096	2,214	6.5	5.0
Consolidation	0	-5	-21,802	-17,070	96	-71	0.4	-0.4

1. Porsche (including Financial Services): sales revenue € 18,157 (19,547) million, operating result € 1,007 (3,061) million | 2. The sales revenue and operating result of the equity-accounted companies in China are not included in the consolidated figures; the share of the operating result generated by these companies amounted to € 506 (801) million | 3. In the operating result, mainly intragroup items recognized in profit or loss, in particular from the elimination of intercompany profits; the figure includes depreciation and amortization of identifiable assets as part of purchase price allocation, as well as companies not allocated to the brands | 4. Including allocation of consolidation adjustments between the Automotive and Financial Services divisions.

Volkswagen Group Financials Q3/25

	VEHICLE SALES (' 000)		SALES REVENUE (€ m)		OPERATING RESULT (€ m)		OPERATING MARGIN (%)	
	Q3 2025	Q3 2024	Q3 2025	Q3 2024	Q3 2025	Q3 2024	Q3 2025	Q3 2024
Brand Group Core	1,244	1,133	34,470	32,472	1,263	1,014	3.7	3.1
Volkswagen Passenger Cars	758	741	20,363	21,341	373	364	1.8	1.7
ŠKODA	288	261	7,272	6,747	505	550	6.9	8.1
CUPRA/SEAT	159	122	3,642	2,763	-22	9	-0.6	0.3
Volkswagen Commercial Vehicles	99	79	3,841	3,006	13	-36	0.4	-1.2
Tech. Components			5,139	4,683	363	93	7.1	2.0
Consolidation	-59	-70	-5,787	-6,069	32	35	0.0	0.0
Brand Group Progressive (Audi)	275	261	15,807	15,322	468	106	3.0	0.7
Brand Group Sport Luxury (Porsche Automotive) ¹	63	69	7,696	8,204	-1,060	867	-13.8	10.6
CARIAD			396	225	-328	-876	0.0	0.0
Battery			15	-0	-462	-207	0.0	0.0
TRATON Commercial Vehicles	72	85	9,993	11,528	440	1,047	4.4	9.1
At equity accounted companies in China ²	640	639						
Volkswagen Group Mobility			14,777	13,445	1,082	740	7.3	5.5
Other ³	-76	-66	-2,850	-2,719	-2,703	141	-91.3	10.0
Volkswagen Group before special items	2,218	2,122	80,305	78,478	-1,299	2,833	-1.6	3.6
Special Items	0	0	0	0	0	0	0.0	0.0
Volkswagen Group	2,218	2,122	80,305	78,478	-1,299	2,833	-1.6	3.6
thereof:								
Automotive Division ⁴	2,218	2,123	70,402	69,555	-2,554	2,031	-3.6	2.9
Of which: Passenger Cars Business Area	2,156	2,044	59,618	57,175	-2,173	1,240	-3.6	2.2
Commercial Vehicles Business Area	72	85	9,993	11,528	441	1,049	4.4	9.1
Financial Services Division			15,867	14,444	1,186	798	7.5	5.5
Consolidation	0	-1	-5,965	-5,521	69	4	1.2	0.1

1. Porsche (including Financial Services): sales revenue € 9,299 (10,466) million, operating result € 245 (1,779) million | 2. The sales revenue and operating result of the equity-accounted companies in China are not included in the consolidated figures; the share of the operating result generated by these companies amounted to € 234 (372) million | 3. In the operating result, mainly intragroup items recognized in profit or loss, in particular from the elimination of intercompany profits; the figure includes depreciation and amortization of identifiable assets as part of purchase price allocation, as well as companies not allocated to the brands | 4. Including allocation of consolidation adjustments between the Automotive and Financial Services divisions.

Volkswagen Group Financials Q2/25

	VEHICLE SALES (` 000)		SALES REVENUE (€ m)		OPERATING RESULT (€ m)		OPERATING MARGIN (%)	
	Q2 2025	Q2 2024	Q2 2025	Q2 2024	Q2 2025	Q2 2024	Q2 2025	Q2 2024
Brand Group Core	1,303	1,302	37,140	36,277	2,337	1,323	6.3	3.7
Volkswagen Passenger Cars	795	824	22,222	22,930	991	171	4.5	0.9
ŠKODA	306	279	7,811	7,078	739	614	9.5	8.7
SEAT	164	180	3,704	3,948	33	180	0.9	4.6
Volkswagen Commercial Vehicles	116	109	4,561	3,918	170	238	3.7	6.1
Tech. Components			5,937	5,397	364	116	6.1	2.2
Consolidation	-77	-91	-7,094	-6,994	40	4		
Brand Group Progressive (Audi)	297	295	17,142	17,214	550	1,515	3.2	8.8
Brand Group Sport Luxury (Porsche Automotive) ¹	70	81	8,319	9,551	154	1,696	1.9	17.8
CARIAD			327	248	-417	-630		
Battery			9	0	-379	-85		
TRATON Commercial Vehicles	80	79	10,869	11,261	605	1,013	5.6	9.0
At equity accounted companies in China ²	632	616						
Volkswagen Group Mobility			14,496	13,734	863	588	6.0	4.3
Other ³	-119	-114	-7,495	-4,946	121	6	3.2	1.4
Volkswagen Group before special items	2,263	2,260	80,806	83,339	3,834	5,427	4.7	6.6
Special Items			0	0	0	0		
Volkswagen Group	2,263	2,260	80,806	83,339	3,834	5,427	4.7	6.6
thereof:								
Automotive Division ⁴	2,262	2,261	73,966	74,544	3,021	4,847	4.1	6.6
Of which: Passenger Cars Business Area	2,194	2,190	62,438	62,572	2,788	4,113	4.5	6.6
Commercial Vehicles Business Area	80	79	10,869	11,261	607	1,021	5.6	9.1
Financial Services Division			15,568	14,699	860	535	5.5	3.6
Consolidation	1	-2	-8,728	-5,903	-47	45	-0.5	0.8

1. Porsche (including Financial Services): sales revenue € 9,299 (10,466) million, operating result € 245 (1,779) million | 2. The sales revenue and operating result of the equity-accounted companies in China are not included in the consolidated figures; the share of the operating result generated by these companies amounted to € 234 (372) million | 3. In the operating result, mainly intragroup items recognized in profit or loss, in particular from the elimination of intercompany profits; the figure includes depreciation and amortization of identifiable assets as part of purchase price allocation, as well as companies not allocated to the brands | 4. Including allocation of consolidation adjustments between the Automotive and Financial Services divisions.

Volkswagen Group Financials Q1/25

	VEHICLE SALES (` 000)		SALES REVENUE (€ m)		OPERATING RESULT (€ m)		OPERATING MARGIN (%)	
	Q1 2025	Q1 2024	Q1 2025	Q1 2024	Q1 2025	Q1 2024 ¹	Q1 2025	Q1 2024 ¹
Brand Group Core	1,224	1,192	35,340	32,773	1,118	2,082	3.2	6.4
Volkswagen Passenger Cars	726	695	21,226	19,264	112	746	0.5	3.9
SKODA	276	268	7,259	6,574	546	535	7.5	8.1
SEAT	158	164	3,895	3,803	5	226	0.1	5.9
Volkswagen Commercial Vehicles	109	122	4,138	4,170	37	398	0.9	9.5
Tech. Components	-	-	5,972	5,418	387	207	6.5	3.8
Consolidation	-46	-57	-7,149	-6,456	32	-29	-	-
Brand Group Progressive (Audi)	277	243	15,431	13,725	537	466	3.5	3.4
Brand Group Sport Luxury (Porsche Automotive) ²	65	71	7,819	8,144	678	1,207	8.7	14.8
CARIAD	-	-	237	179	-755	-552	-	-
Battery	-	-	2	0	-213	-79	-	-
TRATON Commercial Vehicles	73	81	10,326	11,477	640	1,037	6.2	9.0
At equity accounted companies in China ³	610	649	-	-	-	-	-	-
Volkswagen Group Mobility	-	-	14,866	13,780	948	786	6.4	5.7
Other ⁴	-149	-155	-6,463	-4,617	-80	-395	-	-
Volkswagen Group	2,100	2,081	77,558	75,461	2,873	4,552	3.7	6.0
thereof:								
Automotive Division ⁵			68,764	66,371	1,748	3,791	2.5	5.7
Financial Services Division			15,903	14,736	1,051	881	6.6	6.0
Consolidation			-7,109	-5,646	74	-120	1.0	-2.1

1. Prior-year figures adjusted. 2. Porsche (including Financial Services): sales revenue € 8,858 (9,011) million, operating result € 762 (1,282) million. | 3. The sales revenue and operating result of the equity-accounted companies in China are not included in the consolidated figures; the share of the operating result generated by these companies amounted to € 272 (429) million. | 4. In the operating result, mainly intragroup items recognized in profit or loss, in particular from the elimination of intercompany profits; the figure includes depreciation and amortization of identifiable assets as part of purchase price allocation, as well as companies not allocated to the brands. | 5. Automotive Division original.

Volkswagen Group Financials FY/24

	VEHICLE SALES (` 000)		SALES REVENUE (€ m)		OPERATING RESULT (€ m)		OPERATING MARGIN (%)	
	FY 2024	FY 2023	FY 2024	FY 2023	FY 2024	FY 2023 ⁵	FY 2024	FY 2023 ⁵
Brand Group Core	4,960	4,826	140,004	137,770	6,961	7,242	5.0	5.3
Volkswagen Passenger Cars	3,109	3,016	88,262	86,382	2,587	3,514	2.9	4.1
SKODA	1,090	1,056	27,787	26,536	2,305	1,773	8.3	6.7
SEAT	637	602	14,530	14,333	633	625	4.4	4.4
Volkswagen Commercial Vehicles	404	423	15,124	15,325	743	869	4.9	5.7
Tech. Components	-	-	20,645	21,282	703	583	3.4	2.7
Consolidation	-281	-270	-26,345	-26,088	-11	-121	-	-
Brand Group Progressive (Audi)	1,123	1,282	64,532	69,865	3,903	6,280	6.0	9.0
Brand Group Sport Luxury (Porsche Automotive) ¹	313	334	36,438	37,349	5,286	6,938	14.5	18.6
CARIAD	-	-	1,327	1,078	-2,431	-2,392	-	-
Battery	-	-	8	31	-1,053	-417	-	-
TRATON Commercial Vehicles	335	339	46,183	45,731	4,204	3,715	9.1	8.1
MAN Energy Solutions	-	-	4,333	4,044	337	369	7.8	9.1
At equity accounted companies in China ²	2,742	3,065	-	-	-	-	-	-
Volkswagen Group Mobility	-	-	54,806	50,765	3,000	3,248	5.5	6.4
Other ³	-435	-484	-22,976	-24,350	-1,147	-2,456	-	-
Volkswagen Group	9,037	9,362	324,656	322,284	19,060	22,528	5.9	7.0
thereof:								
Automotive Division ⁴	9,037	9,362	265,887	268,156	15,941	18,742	6.0	7.0
Of which: Passenger Cars Business Area	8,702	9,023	215,371	218,380	11,389	14,663	5.3	6.7
Commercial Vehicles Business Area	335	339	46,183	45,731	4,218	3,714	9.1	8.1
Power Engineering Business Area	-	-	4,333	4,044	335	366	7.7	9.0
Financial Services Division	-	-	58,769	54,128	3,119	3,786	5.3	7.0

1. Porsche (including Financial Services): sales revenue € 40,083 (40,530) million, operating result € 5,640 (7,284) million | 2. The sales revenue and operating result of the equity-accounted companies in China are not included in the consolidated figures; the share of the operating result generated by these companies amounted to € 1,742 (2,261) million | 3. In the operating result, mainly intragroup items recognized in profit or loss, in particular from the elimination of intercompany profits; the figure includes depreciation and amortization of identifiable assets as part of purchase price allocation, as well as companies not allocated to the brands | 4. Including allocation of consolidation adjustments between the Automotive and Financial Services divisions. 5. Prior-year figures adjusted.



Appendix

Volkswagen Group

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Brands

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Range / consumptions / emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO ₂ emissions combined (WLTP)	Electric range combined (WLTP)
VW				
ID.UNYX	The vehicle is not offered for sale in the EU and is therefore not subject to Directive 1999/94/EC.			
Golf R	8.1 - 8.5 l/100km	n/a	184 -193 g/km	n/a
ID.3 Pro S	n/a	14,9 kWh/100 km	n/a	402 - 575 km
ID.4 Pro	n/a	17.5-16.1 kWh/100km	n/a	395 - 545 km
ID.5 Pro	n/a	15.5 - 18.0 kWh/100km	n/a	492 - 567km
ID.Buzz Pro	n/a	20.5-21.7 kWh/100km	n/a	420 - 461km
ID.Buzz GTX	n/a	21,6 - 20,5 kWh/100 km	n/a	402 - 423km
Passat R eHybrid	5.6-6.0 l/100 km	17,5-16,6 kWh/100 km plus 0,5-0,4 l/100km	9 g/km	118km
Tiguan	7.75-6.6 l/100 km	n/a	183.68-156.42 g/km	n/a
Transporter 2.0 TDI	7,1 l/100 km	n/a	185 g/km	n/a
Škoda				
Epiq	The vehicle is not yet offered for sale and is therefore not subject to Directive 1999/94/EC. Consumption and emission data under review			
Enyaq Laurin & Klement 85	n/a	15.7 - 20.3 kWh/100km	n/a	565 - 589km
Elroq 85	n/a	15,2 - 16,6 kWh/100 km	n/a	540 - 580 km

Range / consumptions / emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO ₂ emissions combined (WLTP)	Electric range combined (WLTP)
Porsche				
Macan S	n/a	21,1 - 17,9 kWh/100 km	n/a	516 - 613 km
Taycan Turbo S	n/a	18.8-16.6 kWh/100 km	n/a	558 - 630 km
Porsche Taycan GTS Sport Turismo	n/a	24.1 - 21.0 kWh/100km	n/a	424 - 490 km
Porsche 911 Carrera	10,7 - 10,1 l/100 km	n/a	244 - 230 g/km	n/a
Porsche GT3	13,8 - 13,7 l/100 km	n/a	312 - 310 g/km	
Bentley				
Continental GT Speed	10.3 l/100 km	28.1 kWh/100km	29 g/km	
Bentayga Speed	14.7 l/100 km		335 g/km	
Lamborghini				
Revuelto	11,86 l/100km	n/a	276 g/km	n/a
URUS S	14.1 l/100km	n/a	320 g/km	n/a
Urus SE	2,08 l/100km	39,5 kWh/100 Km	51 g/km	n/a
Temerario	The vehicle is not yet offered for sale and is therefore not subject to Directive 1999/94/EC. Consumption and emission data under review			

Range / consumptions / emissions

Model	Fuel consumption combined (WLTP)	Electrical consumption combined (WLTP)	CO ₂ emissions combined (WLTP)	Electric range combined (WLTP)
Audi				
Q4 e-tron 55	n/a	16.8 - 19.5kWh/100 km	n/a	449 - 523 km
Q5	7,9-5,9 l/100 km	n/a	180-148 g/km	n/a
Q6L e-tron	n/a	17.5 - 18.4 kWh/100km	n/a	566 - 598 km
Q8 55 e-tron	n/a	20.6 - 24.4 kWh/100km	n/a	460 - 595 km
S5 Avant	7.5-7.9 l/100km	n/a	169-180 g/km	n/a
Audi S6 Avant e-tron	n/a	17,2-17,0 kWh/100km	n/a	627 - 720 km
Seat / Cupra				
Tavascan VZ 250 kW 77kWh		16.6 kWh/100km	n/a	522km
Terramar VZ 1.5 e-HYBRID 200 kW	0,4-0,5 l/100 km	7,6-19,0 kWh/100 km	10-12 g/km	n/a

VOLKSWAGEN GROUP